GLOBAL TRANSPORTATION IN PEACE AND WAR

1999 ANNUAL COMMAND REPORT

AIR MOBILITY COMMAND

UNITED STATES NAVY MILITARY SEALIFT COMMAND

MILITARY TRAFFIC MANAGEMENT COMMAND

United States Transportation Command

United States

Transportation Command

(USTRANSCOM)

Leadership

From right to left:
General Robertson, now Vice Admiral Holder, Major General
Privratsky, Lieutenant General Brown.

General Charles T. "Tony" Robertson, Jr., U.S. Air Force
Commander in Chief, United States Transportation Command
Commander, Air Mobility Command

Vice Admiral Gordon S. Holder, U.S. Navy
Commander, Military Sealift Command

Major General Kenneth L. Privratsky, U.S. Army
Commander, Military Traffic Management Command

Lieutenant General Daniel G. Brown, U.S. Army
Deputy Commander in Chief,
United States Transportation Command

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"Our vision...
to provide
timely, customer -
focused global
mobility in
peace and war"

Charles T. Robertson, Jr.
General, USAF

Introduction

As I reviewed the data compiled for our second annual command report, I continue to be…simply put…awed by the superb effort of our USTRANSCOM team. Last year saw an unprecedented level of activity for the Defense Transportation System (DTS), not only in the number of transportation activities we were engaged in, but also in the complexity of those missions. On any given day, our people continue to provide unparalleled support to our most important customer, the nation's warfighters. This intense pace has confirmed that, as the single manager of the DTS, we are the world's transportation leader.

During the past year, the efforts of the entire USTRANSCOM team…active duty military, the Reserve and Guard component, civilian personnel, and commercial industry partners…ensured the successful outcome in a wide variety of missions and at global locations. These missions included unparalleled support to the warfighter during Operation Allied Force; support to refugees during Operation Shining Hope; humanitarian relief missions in support of natural disasters such as Hurricanes Floyd, Georges, and Mitch; as well as support to earthquake victims in Taiwan and Turkey; and unique missions, such as airdropping emergency medical supplies for a member of the National Science Foundation's South Pole research team. Particularly impressive is the fact these missions were conducted along with our daily peacetime transportation obligations. Fulfilling this tremendous global mobility challenge is possible only through the Total Force contributions of our National Guard and Reserve partners, as well as our strong working relationship with the nation's commercial transportation industry.

This report outlines our accomplishments in 1999, and identifies goals for 2000 and beyond. Last year was our first full year to implement many "best business practices" of private industry, allowing us to streamline many of our internal processes and thus provide a more efficient, responsive DTS. Reinvention proposals, known as Defense Reform Initiatives (DRIs), developed in concert with our corporate partners, focused on three key areas--financial, organizational, and process controls. As you will see in this report, we continue to meet and exceed both customer needs and expectations, with respect to quantity of cargo moved, timeliness, readiness, resource availability, and decisive responsiveness to customer requests.

Our vision…to provide timely, customer-focused global mobility in peace and war through efficient, effective, and integrated transportation from origin to destination…is an ambitious yet attainable goal. The USTRANSCOM Strategic Plan incorporates information technology, force modernization/process improvement, and quality of life/personnel factors into achieving that goal.

As we continue on this "journey," we will continue to remain focused on several Core Processes:

-- Serve the Customer … to determine customer needs …enhance customer satisfaction and loyalty
   through responsive service and process improvement,
-- Readiness … to ensure our ability to meet National Command Authority taskings,
-- Planning and Execution … to improve the timeliness, effectiveness, and security of our capabilities,
-- Information Management … of systems promoting In-transit Visibility (ITV)/Total Asset Visibility
   (TAV) of our global transportation mobility requirements, and…
-- Financial … controls over DTS operations, thus promoting business-like practices.

　　　As we rapidly move into the 21st century, I am confident in our ability to achieve…and exceed…our goals, even in the face of the ever-increasing complexity of global events. USTRANSCOM's proven track record, commitment to innovation, and devotion to quality will ensure we remain a world-class strategic transportation provider to meet our nation's needs well into the next millennium. With the outstanding people who make up the core of the DTS…civilian partners, active duty Servicemembers, Reserve and Guard forces…we will continue to be the world's most responsive and effective strategic mobility team!

CHARLES T. ROBERTSON, JR.
General, USAF

Some things look complex but are actually quite simple. Some things look simple but are actually very complex. But Global Transportation in Peace and War is not misleading. It sounds complex and it is, indeed, an intricate and challenging mission. On any given day, the United States Transportation Command (USTRANSCOM) has air, land and sea operations underway in support of U.S. military geographic commanders in chief (CINCs) around the globe. The command moves cargo, passengers and medical patients. The command refuels aircraft in mid-air around the globe and manages a fleet of operational support aircraft. The command works closely with other federal agencies such as the Federal Emergency Management Agency to support its response to natural disasters. The command flies the president, along with his support equipment and personnel, on his official travels around the country and around the globe. And finally, the command is immersed in transportation information management.

Perhaps information management should be stressed above all other command actions. There are a lot of moving parts involved in any cargo or passenger movement! Success depends on the ability of the USTRANSCOM staff, the Transportation Component Commands and our reserve components to communicate internally and work in concert with our commercial partners and strategic customers.

Americans and Hondurans unload sacks of corn seeds from a Tennessee Air Guard C-130 transport that flew the 25,000-pound load between La Mesa and Puerto Lempira, Honduras, for the World Food Program and U.N. Development Program.

Overview

USTRANSCOM is one of nine unified commands in the Department of Defense (DOD). Composed of forces from two or more military departments, unified commands have a broad, continuing mission under a single commander. Of the nine unified commands within DOD, five commanders in chief, or CINCs, have geographic areas of responsibility and are responsible for all operations within those areas. The CINCs of the remaining four unified commands have worldwide functional responsibilities not bound by geography. USTRANSCOM is in this group.

Our mission statement:

"To provide air, land, and sea transportation for the DOD, both in time of peace and time of war."

Although primarily focused on DOD missions, USTRANSCOM responds to an ever-increasing range of non-military requirements.

The Defense Transportation System

To perform our global mission, we turn to our Transportation Component Commands (TCCs). The Army's Military Traffic Management Command (MTMC) provides overland transportation and common-user seaport operations, the Navy's Military Sealift Command (MSC) offers common-user sealift and prepositioned stocks, and the Air Force's Air Mobility Command (AMC) provides airlift and aerial refueling. We also rely heavily on our nation's commercial transportation industry with the incredibly large fleet of aircraft, ships, trucks, trains and barges necessary to accomplish our mission.

Our military assets, along with access to the commercial transportation industry, form the Defense Transportation System (DTS). Joint Publication 1-02, "Unified Action Armed Forces (UNAAF)," defines the DTS as "that portion of the nation's transportation infrastructure which supports Department of Defense common-user transportation needs across the range of military operations. It consists of those common-user military and commercial assets, services, and systems organic to, contracted for, or controlled by the Department of Defense."

A comprehensive description of USTRANSCOM's roles, missions, history, and capabilities is available in "Understanding the Defense Transportation System" (USTRANSCOM Handbook 24-2). For information regarding USTRANSCOM Handbook 24-2 and other references, please consult the list of References, Sources & Web Sites at the end of this report.

USTRANSCOM Staff

Except for a few small elements and liaison officers, the USTRANSCOM team is located at Scott Air Force Base, Ill. Representation of members from all the military services into a "joint" staff is at the heart of USTRANSCOM's unique ability to provide defense transportation support around the globe. The command staff is comprised of six functional directorates, five direct reporting elements, Chief Counsel, Command Surgeon, Inspector General, Command Chaplain, and the Command Section and Personal Staff.
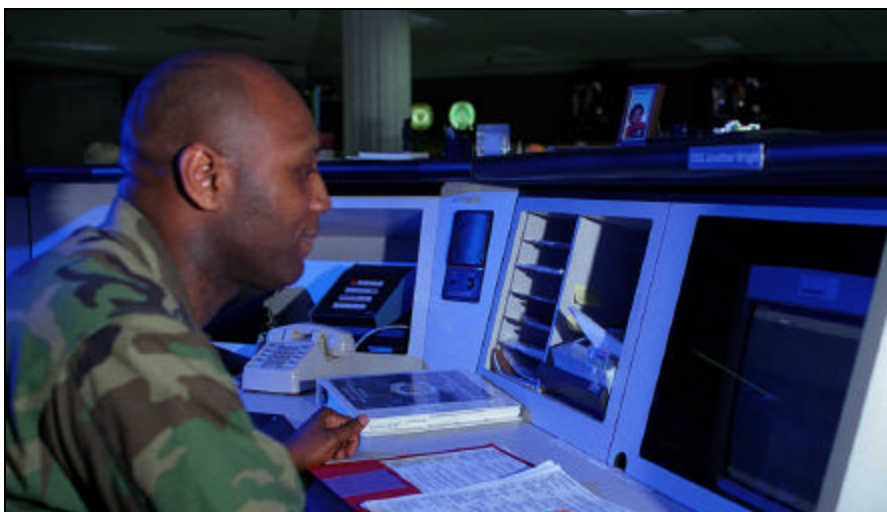
SSG (P) Wright, in USTRANSCOM's Mobility Control Center, is a member of the Requirements Team. He tracks all rail and passenger movement to and from the National Training Center, Fort Irwin, Calif., and the Joint Readiness Training Center, Fort Polk, La. (Photo by SSgt Jerry Bateman)

Personnel*
798 Total
(552 TWCF)
473 Military
(310 TWCF)
325 Civilian
(242 TWCF)
* Dec. 31, 1999

The Commander in Chief, USTRANSCOM is the only unified commander with responsibility for a Working Capital Fund, called the Transportation Working Capital Fund (TWCF). The Program Analysis and Financial Management directorate and the TCCs administer the TWCF to track costs and pay for transportation services.

The single focal point for ongoing operations with major customers is the Mobility Control Center (MCC), part of the Operations and Logistics directorate. The MCC is linked to the TCCs by integrated command, control, communications and computer systems, which provide visibility of DTS cargo and passenger movements.

Military Traffic Management Command

The Military Traffic Management Command (MTMC), headquartered in Falls Church, Va., provides global surface transportation to meet National Security objectives in peace and war. With units stationed around the globe, MTMC serves as the single port manager to the geographic CINCs, and provides traffic management services to deploy, sustain and redeploy forces worldwide. Additionally, MTMC executes the personal property and passenger movements program and performs deployability engineering.

Personnel*
2,380 Total
(2,264 TWCF)
239 Military
(125 TWCF)
2,141 Civilian
(2,139 TWCF)
* Dec. 31, 1999

The Joint Traffic Management Office (JTMO) is the focal point for surface shipping and ocean cargo booking of domestic and international freight plus cargo and container movements. MTMC has four subordinate commands to help accomplish its global mission. The MTMC Transportation Engineering Agency (TEA) conducts studies and analyses to improve the deployability of present and future military forces. The other MTMC subordinate commands are: the MTMC Deployment Support Command (DSC), headquartered at Fort Eustis, Va.; the 598th Transportation Group, headquartered in Rotterdam, the Netherlands; and the 599th Transportation Group, headquartered at Wheeler Army Airfield, Hawaii. These commands provide port management and surface transportation support.

By May 2000, MTMC headquarters will relocate to the Hoffman Building in Alexandria, Va.

Military Sealift Command

Military Sealift Command (MSC) provides common-user and exclusive-use sealift transportation services to deploy, employ, sustain, and redeploy U.S. forces around the globe. From its headquarters in Washington, D.C., MSC executes the Voluntary

Personnel*
5,483 Total
(282 TWCF)
1,142 Military
(58 TWCF)
4,341 Civilian
(224 TWCF)
* Dec. 31, 1999

Intermodal Sealift Agreement (VISA) contracts for chartered vessels and, with its fleet of government-owned and chartered U.S.-flagged commercial ships provides sealift and prepositioned stocks to U.S. forces.

Air Mobility Command

Headquartered at Scott Air Force Base, Ill., Air Mobility Command (AMC) provides common-user and exclusive-use airlift, aerial refueling and aeromedical evacuation transportation services to deploy, employ, sustain and redeploy U.S. forces worldwide.

Personnel*
54,556 Total
(15,061 TWCF)
46,690 Military
(13,185 TWCF)
7,866 Civilian
(1,876 TWCF)
* Dec. 31, 1999

Additionally, AMC is the worldwide aerial port manager and, where designated, operator of common-user aerial ports.

AMC is the single point of contact with the commercial airline industry for procurement of DOD domestic and international airlift services and administers and executes the Civil Reserve Air Fleet (CRAF).

The Defense Courier Service (DCS) joined AMC on Oct. 1, 1998. Headquartered at Fort Meade, Md., DCS provides secure delivery of classified documents and materials to DOD and other government agencies around the world.

Our Reserve Components

USTRANSCOM relies heavily upon its partners in the Reserve and National Guard. No unified command is more dependent on an early call-up of the Reserves than USTRANSCOM. Approximately one-third of the command's military capability lies within the reserve component. These forces work every day with their active-duty counterparts in the TCCs as part of an integrated team, supporting ongoing support missions and contingencies around the globe.

USTRANSCOM also has a Joint Transportation Reserve Unit (JTRU) that represents all military Service branches and directly supports the work at Scott Air Force Base. JTRU members are fully integrated into USTRANSCOM's daily operations. In FY99, 182 JTRU members contributed nearly 8,000 days of augmentation including duty as senior watch standers in the MCC, Joint Intelligence Center-Transportation (JICTRANS) and the Global

Patient Movement Requirements Center (GPMRC).

Our Commercial Partners

USTRANSCOM also depends daily upon its partners in the commercial transportation industry to deploy and support military forces worldwide. Visibility over commercial movements is necessary to achieve effective command and control. Three programs developed by USTRANSCOM and executed by the TCCs form the basis for much of the participation by commercial transportation providers in the DTS.

Contingency response

The Contingency Response (CORE) program supports the acquisition of domestic commercial transportation resources during military deployments. The CORE network comprises 22 industry associations and 12 government agencies that provide commercial transportation service support to the DTS during times of crisis or national emergency.

Civil Reserve Air Fleet

The U.S. airline industry, through the Civil Reserve Air Fleet (CRAF), provides aircraft and crews to support DOD in emergencies when requirements exceed available military airlift. The CRAF has three main segments: international, national and Aeromedical Evacuation (AE). The international segment is further divided into the long-range and short-range sections, and the national segment into the domestic and Alaskan sections.

The airlines contractually pledge aircraft to the various CRAF segments, ready for DOD use when needed. To provide incentives for civil carriers to commit these aircraft to the CRAF program and to assure the United States of adequate airlift service, AMC awards peacetime airlift contracts to civilian airlines which pledge aircraft to the CRAF.

Voluntary Intermodal Sealift Agreement

The U.S. maritime industry established a unique partnership with USTRANSCOM, the Department of Transportation and the Maritime Administration to form the Voluntary Intermodal Sealift Agreement (VISA) to provide joint planning and to ensure access to commercial shipping during a national emergency.

VISA makes it possible for the DOD to use the ships and shore-based transportation systems of ocean shipping companies which receive a subsidy from the federal government or are awarded peacetime defense cargo movement contracts. Thus, the transportation companies are an integral part of the military contingency planning process.

All major U.S.-flagged carriers (90 percent of the U.S.-flagged dry cargo fleet) are enrolled in VISA and provide Roll-On/Roll-Off (RO/RO) ships, Lighter Aboard Ship vessels, combination RO/RO and container ships, breakbulk ships, and seagoing tugs and barges.

Because we work with a wide array of commercial assets, services and systems, it is essential that we continually grow our partnership with industry to effectively operate current technology, anticipate trends and develop future capabilities. Our task is to link these various pieces together to form a seamless transportation system. This effort will have no value if it does not support the needs of our customers, not only to know what is where in the DTS, but to deliver the right item at the right time

to the right place at the lowest effective cost.

Our Customers

The 1992 expansion of USTRANSCOM's mission to include peacetime operations dramatically increased the number and variety of our customers. Each customer has its own unique requirements. For example, the unified CINCs maintain a focus on readiness and quick response while the exchange services want consistent, reliable and cost-effective service. A one-size-fits-all DTS is not possible.

The following customers are billed directly for services rendered:
- Joint Chiefs of Staff
- Military services
- Defense Logistics Agency
- Exchange services (e.g., Army and Air Force Exchange Service, Navy Exchange Service Command)
- Defense Commissary Agency
- Military Postal Service
- Department of State
- Federal agencies (e.g., Central Intelligence Agency, Federal Emergency Management Agency)

- United Nations
- North Atlantic Treaty Organization

Global Transportation in Peace and War

USTRANSCOM is the premier organization in the world for global transportation in peace and war. We provide air, land and sea transportation services including aerial and sea port operations. We use the organic assets of our TCCs as well as those provided by the reserve components and our commercial transportation partners to form the USTRANSCOM total force capability. We move cargo and passengers every day for a wide variety of customers, within and outside DOD in times of peace and war.

A review of our activities in fiscal year 1999, which follows, shows the extreme challenges that are inherent in a mission of Global Transportation in Peace and War.

Fiscal Year 1999 ... in Peace and War

Encompassing Oct. 1, 1998, through Sept. 30, 1999, fiscal year 1999 was a busy year for USTRANSCOM...and one that was, at times, quite sobering.

Every day we move people and cargo around the globe. The bulk of this effort is for routine transfers of personnel, sustainment to military bases, and support of exercises that appear to be commonplace because we conduct numerous training events annually. Yet, the underlying truth behind all this activity is that USTRANSCOM is ultimately preparing to cope with human tragedy, whether caused by "acts of God" or acts of man.

The men and women of USTRANSCOM understand the importance of their mission. They have dedicated themselves to their daily assignments and produced substantial improvements to our programs throughout the year. A complete account of these activities is provided in this report, first in terms of raw statistics and then by program. But any review of 1999 should start with a look at our continuous effort to stay ready for our ultimate purpose—moving people and equipment needed in times of crisis.

Members of the 436th Airlift Wing at Dover AFB, Del., load a C-5 Galaxy with a vehicle belonging to the Fairfax County Fire and Rescue Department in August 1999. They are deploying in support of search and rescue efforts following an earthquake in Izmit, Turkey.

Exercises

"**P**ractice makes perfect" and the Department of Defense (DOD) continually conducts exercises worldwide, honing skills and testing plans to perfect the operational art of execution.

These exercises may not primarily focus on logistics but the logistics portion is very real. "Real people" need transportation, unit cargo needs to be moved, and this movement must be done in the proper sequence so the people meet up with their equipment at the proper time. If the people arrive before the food, shelter and equipment they need to perform their tasks, there is a problem, just as there would be if the cargo arrived with no one there to receive it. Most exercises test our ability to orchestrate the movement of personnel and cargo effectively over great distances through different modes of transportation.

The visible portion of our contribution to exercises is ships, planes and port operations but a key contributor to success is invisible: communication with our customers. We work with them to develop Time-Phased Force and Deployment Data (TPFDD) prior to an exer-

cise, and then execute that plan and deal with real-world problems such as weather, mechanical problems, and competing requirements for lift. While executing plans and dealing with everyday issues, we communicate continuously with customers and test our information systems. Though the words "routine" and "exercise" are often used together, each exercise presents unique challenges. We are constantly working to test and improve our capabilities.

The chart provided below displays most of the major exercises supported during the year by USTRANSCOM, sponsored by the Chairman of the Joint Chiefs of Staff (CJCS). The exercises are divided into areas to show how they support each of the geographic CINCs. Some exercises are specifi-

cally designed to test the Defense Transportation System (DTS).

USTRANSCOM sponsored combined liquid/dry cargo exercises of Joint Logistics Over-the-Shore (JLOTS) capabilities in conjunction with Foal Eagle (for dry cargo) and Freedom Banner (for liquid). Both exercises were successful demonstrations of DOD's ability to offload equipment, supplies and fuel in-stream when seaports are unavailable, inadequate, or damaged. Foal Eagle '98 employed a Roll-On/Roll-Off (RO/RO) discharge facility to offload tanks and other wheeled/tracked vehicles from a Fast Sealift Ship onto an Army Logistic Support Vessel and Navy causeway ferries for transport ashore. The Offshore Petroleum Discharge System tanker Potomac was activated from

Major CJCS Exercises - FY99

USJFCOM
Cooperative: Nugget, Support, Osprey, Telos, Zenith
Quick Force
Roving Sands
Strong Resolve
Unified Endeavor
JTFEX
Northern Light
Northern Viking

USSOUTHCOM
Blue Advance
Fuerzas Aliadas
Fuerzas Defensas
Tradewinds
Unitas
St Kitts - Nevis
New Horizon: Phase II
Bahamas, Honduras, Dominica, Haiti, Guatemala, Bolivia

USEUCOM
Atlas Drop
Silver Eagle
Agile Lion
Trojan Footprint
Dynamic Mix
Juniper Stallion
Medflag
Distant Thunder
Blue Harrier
Flintlock
Central Enterprise
Battle Griffin
Cornerstone

USCENTCOM
Bright Star
Iris Gold
Iron Cobra
Inherent Fury
Intrinsic Action
Eastern Castle
Rugged Series
Eastern Valor
Native Fury
Eager Initiative
Nector Bend
Eligible Receiver

USPACOM
Northern Edge
RSO&I
Ulchi Focus Lens
Balikatan
Team Spirit
Tempest Express
Tempo Brave
Foal Eagle
Cobra Gold
Tandem Thrust

USSTRATCOM
Freedom Banner

USTRANSCOM
TURBO CADS

CJCS
Eligible Receiver

USSPACECOM
Global Guardian

USTRANSCOM
TURBO CADS
TURBO ACTIVATION
INTERMODAL SURGE
TURBO Y2K

CJCS
CJCS

NORAD
Amalgam Warrior

These are exercises sponsored by the
Total: 109 Exercises sponsored by the
Chairman of the Joint Chiefs of Staff (CJCS)

the Ready Reserve Fleet, deployed, and discharged fuel over-the-shore to an inland petroleum distribution system. All events were "firsts" for the U.S. Pacific Command (USPACOM) area of responsibility. The JLOTS exercise also included combined operations with the Republic of Korea Army.

TURBO Containerized Ammunition Distribution System (CADS) 1999 (TC99), was also conducted in support of USPACOM to assess novel transportation concepts. TC99 moved 709 ammunition containers from the Continental United States (CONUS) to Korea and Guam, and 625 back to CONUS. It assessed our ability to work with commercial industry to support DOD containerized munitions transportation requirements and projected wartime throughput capabilities. TC99 also evaluated the capability of a non-self-sustaining cellular container ship, augmented with a mobile crane to load and off load containers.

TURBO Intermodal Surge 1999 (TIS99), conducted in support of USPACOM's exercise Cobra Gold '99, assessed joint

DOD/commercial industry capability to plan and execute unit deployment operations using the commercial container system. Five U.S.-flag/U.S.-owned containerships deployed forces in multiple sailings from Alaska, CONUS and Hawaii to Kaoishung, Taiwan, where cargo was relayed to two feeder vessels moving between Taiwan and Thailand. Cargo from Naha, Okinawa, was deployed on one vessel directly from Naha to Thailand. All required delivery dates were met for TIS99 cargo.

Staff Sergeant Joe Michels marshals an Army vehicle onto a McGuire Air Force Base C-141B en route to El Salvador on Nov. 24, 1998, in support of Phase II of the Hurricane relief effort to Central America. Photo by: Gary Ell

Operations and Contingencies

FY99 featured intense activity, hardly a new phenomenon for a command that has dealt with disaster relief and military operations since its inception. This year, challenges started to come in sets of two.

Humanitarian operations: Georges and Mitch

The fiscal year began with a devastating pair of hurricanes. Georges inflicted heavy damage on Puerto Rico, the Virgin Islands and Dominican Republic in late September 1998 which required USTRANSCOM to respond with a large airlift and limited sealift that extended until Oct. 12. While Georges had been a severe storm, Hurricane Mitch developed into an immense catastrophe that pounded Honduras, El Salvador, Guatemala, and Nicaragua for the last five days of October. Mitch, the fourth largest Caribbean hurricane on record, killed 10,000 people and left 2 million homeless. Air Mobility Command (AMC)

Aerial Port Activity: Europe

OPERATION NOBLE ANVIL   TASK FORCE HAWK   OPERATION JOINT GUARDIAN   OPERATION SHINING HOPE

MILDENHALL (Tankers)
LAKENHEATH (F-15s and Ammo)
FAIRFORD (B-1B/B-52 Ammo, Tankers)
BRIZE NORTON (Tankers)
RHEIN MAIN (Tankers)

SPANGDAHLEM (F-117s and Ammo)
RAMSTEIN

TASK FORCE HAWK
515 C-17 MISSIONS
20,254 STONS
30 DAY CLOSURE

TF FALCON
201 STRAT AIR MISSIONS
12,059 STONS
STILL IN PROGRESS

BUDAPEST (Tankers)
TASZAR (F/A-18s)

ISTRES (Tankers)
MONT DE MARSAN (Tankers)

TUZLA

MORON (Tankers)

FALCONARA Rations/Tents

AVIANO

SKOPJE
TIRANA

INCIRLIK (Tankers)
BALIKESIR (F-15s)
BANDIRMA (F-16s)

CAPODICINO (CSAR Helos, UAVs, Guardrail)

AVIANO (F-117, EA-6B, F-16, Ammo, Tankers)

BRINDISI (GuardRail Company)

☆ = Major AMC Aerial Port

SOUDA BAY (Tankers)

GIOIA DE COLLE (A-10s)
TRAPANI (A-10s)
SIGONELLA (Tankers/Navy & Marine Ammo)
MACEDONIA Rations/Tents UAVs

This graph shows major in-theater movement of assets by air in support of NATO operations in Kosovo.

responded with a strategic lift on Nov. 6 and concluded it Dec. 11. Military Sealift Command (MSC) conducted the largest sealift since Desert Storm (until Kosovo). Air Force Reserve Command and the Air National Guard joined MSC in relief operations which continued through March 19, 1999. MTMC manned port operations in the U.S. and Central America to manage the cargo flow.

Contingencies: Desert Thunder and Desert Fox

Two crises with Iraq erupted during the relief effort after Mitch. Operation Desert Thunder III in mid-November was needed to compel the Iraqi government of Saddam Hussein to restore access for United Nations arms inspectors to verify Iraq's compliance with pledges to destroy its weapons of mass destruction. When Saddam reneged on his November pledge of cooperation, AMC tanker and transport aircraft and MSC tanker ships sustained Operation Desert Fox for six days of punitive air strikes against Iraq just before Christmas. While the sustained attacks of December were not repeated, United States aircraft conducted repeated skirmishes with Iraq throughout FY99.

USTRANSCOM's tankers and transport aircraft periodically rotated fighters, crews and support personnel maintaining Operations Northern Watch and Southern Watch (the two no-fly zones over Iraq) into and out of Southwest Asia throughout the year.

Contingencies: Allied Force and Shining Hope

A second despot, Slobodan Milosevic, made sure we would remember 1999 as the year of Kosovo.

Beginning in October 1998 AMC supported the deployment of fighters and bombers to Europe to support the North Atlantic

Sea Port Activity: Europe

OPERATION NOBLE ANVIL
- STEPHEN BENNETT
- AUSTRAL RAINBOW
- GREEN WAVE
- CHESAPEAKE BAY

TASK FORCE HAWK
- GOLFO DI FIORI
- JUPITER

OPERATION JOINT GUARDIAN
- BOB HOPE
- SODERMAN
- OSPREY

OPERATION SHINING HOPE
- CYPRESS PASS
- HYUNDAI INDEPENDENCE

BREMERHAVEN
(KFOR FORCES)

NORDENHAM
(AMMO)

PORT THAMES
(AMMO)

DURRES
(TF HAWK AND
SHINING HOPE)

ANCONA
(Rations)

LIVORNO
(Ammo)

BRINDISI

THESSALONIKI
(KFOR RS0&I)

BANDIRMA
(Ammo)

ROTA (SeeBees)

EMPEDOCLE
(Ammo)

AUGUSTA Bay
(Ammo)

This graph shows major in-theater movement of assets by sea in support of NATO operations in Kosovo.

Treaty Organization (NATO) demand that Yugoslavia withdraw security forces from Kosovo and admit unarmed inspectors into the province. When the Kosovo crisis flared again in January 1999 and negotiations stalled, the Clinton administration again deployed combat aircraft to Europe, beginning on Feb. 19. As in October 1998 AMC tankers assisted the fighters and bombers while AMC cargo aircraft delivered vital support equipment.

NATO's decision to launch Operation Allied Force (dubbed Noble Anvil II for the United States) on March 24 began what some expected would be a short bombing campaign like Desert Fox. Instead, Noble Anvil II stretched into a 78-day air war over the future of Kosovo. USTRANSCOM simultaneously accomplished several missions related to Kosovo. Just under 7,000 tanker missions were flown by AMC under the operational control of United States Air Forces in Europe (USAFE). AMC offloaded nearly 312 million pounds of fuel to keep combat aircraft flying while some 185 airlift missions replenished NATO's stock of munitions.

Well into the air campaign, MSC launched a growing regional and intertheater sealift network to resupply the Western alliance's air

forces. MTMC port managers supervised loading and unloading at several ports, especially Durres, Albania, Nordenham, Germany, Fort Thames, United Kingdom, and five Italian ports (Ancona, Augusta Bay, Brindisi, Empedocle and Livorno). MTMC established a maritime supply line between Brindisi and Durres. Using Small Army Vessels and leased Italian ferryboats, MTMC moved critical supplies to deployed American troops from Albania, and the maritime route was a critical strategic link. As the air campaign continued, USTRANSCOM planners oversaw an increase in the number of deployed tankers from 90 to 160 by early June with more increases scheduled if the bombing had not been suspended on June 10.

June 10, 1999, soldiers of Task Force Hawk unload gear from a C-17 Globemaster III on arrival at Camp Able Sentry, Macedonia. Photo by Specialist Lorenzo Sam

Loadmasters from the 62nd Air Wing, McChord Air Force Base, Wash., braved minus 100 degree temperatures to push cargo bundles out the troop doors of a U.S Air Force C-141 aircraft over Amundsen-Scott South Pole Station, June 12, 1999. The cargo was medical supplies for a member of the National Science Foundation project at the station. Photo by: Master Sgt. Raymond Conway

Two follow-on missions for Allied Force/Noble Anvil II received urgent attention in April and early May. AMC airlifted the Army's Task Force Hawk from CONUS to Ramstein Air Base, Germany and then on to Tirana, Albania. For the last leg of the Hawk deployment from Germany to Albania, 12 C-17s flew several hundred intrathreater missions under the tactical control of USAFE. C-17s performed so well in this demanding role that a later Pentagon review called the Globemaster III the "workhorse" of the airlift forces. Commercial carriers chartered by USTRANSCOM joined organic cargo aircraft in providing vital relief supplies to Operation Shining Hope, NATO's humanitarian response to the expulsion of approximately 850,000 Albanian Kosovars from their homes in an intense wave of Serbian "ethnic cleansing." Shining Hope meant tangible hope expressed in millions of Meals, Ready to Eat (MREs) and other basic supplies like tents and cots. The emergence of refugee camps in Albania and Macedonia prevented starvation and chaos among the Kosovar refugees.

Contingencies: redeployment and Joint Guardian

MSC used two Large, Medium Speed Roll-On/Roll-Off (LMSR) ships, the USNS Bob Hope and the USNS Soderman to move hundreds of tactical vehicles, construction equipment and shipping containers to Thessaloniki, Greece, on June 30 and July 2, respectively. MTMC organized the flow of supplies and directed long convoys of equipment to Skopke, Macedonia, where the combat troops of the U.S. Army's 1st Infantry Division joined their vehi- cles. Relative order became a reality for the Kosovar people with the arrival of Kosovo Peacekeeping Forces (KFOR), including the 1st Infantry Division in early July. Later in July, the Motor Vessel Osprey brought additional U.S. Army equipment from CONUS installations to augment the peacekeeping troops.

Humanitarian operations: Antarctica

As the initial deployment of KFOR slowed down, a small operation dramatized how USTRANSCOM's global transportation capability extends to the most severe conditions. On July 11 a C-141 and crew from McChord AFB, Wash., successfully dropped six bundles of medical supplies in two passes from 700 feet above the runway near the Amundsen-Scott South Pole Station. The drop was made in almost total darkness with temperatures of 67 degrees below zero with a wind chill of negative 150 degrees. The emergency drops brought medical supplies to the station's American doctor who had diagnosed herself as having symptoms of breast cancer. The brutal Antarctic winter made an evacuation impossible for weeks to come.

October, 1998

• **Kosovo** *show of force*: Oct 11 - 13; 15 A/C; 158 PAX; 203 S/T
1 voyage; 42 helicopters; 150 vehicles; 250 containers

November

• **Hurricane Mitch**: Nov 6, 1998 - Mar 19, 1999;
Central America *deployment* 160 A/C; 6,030 PAX;
4,556 S/T; 181 AR/ANG; 23,764 S/T
redeployment 13 A/C;
4,401 PAX; 1,419 S/T;
27,713 S/T

• **Hurricane Georges** *aftermath*:
Sep 21 - Oct 11
Puerto Rico,
Haiti,
Dominican
Republic,
Florida
196 A/C
790 PAX
8,977 S/T

December

January, 1999

February

March

April

May

• **Desert Thunder III**:
Nov 11 - 17
Southwest Asia
257 A/C
(including AR/ANG)
3,000 PAX
2,700 S/T
90 Refuel
9.2 mil lbs fueled

• **Desert Fox**:
Dec 16 - 22;
Southwest Asia; 236 A/C;
3,959 PAX; 3,018 S/T;
2.7 mil lbs refueled;
3 voyages; 1 mil gal. fuel

• **Joint Forge**:
Jan - Sep
Bosnia
15,255 PAX
1,582 S/T
11,020 S/T

• **Shining Hope**:
Apr - Jun; Kosovo
87 A/C
5,426 S/T

Provide Refuge:
charter flights flew
over 4,000 refugees
to U.S.

LEGEND
All Light Blue Text = Air Mobility Command (AMC)
A/C = Aircraft Missions
PAX = Passengers moved
Refuel = number of aircraft refueled by AMC tankers
mil lbs = million pounds refueled
All Red Text = Military Sealift Command (MSC)
mil gal. = million gallons of fuel
AR/ANG = Air Reserve/Air National Guard Missions
All Green Text = Military Traffic Management Command (MTMC)
All Dark Blue Text = Contingencies
All Purple Text = Peace Time Operations
S/T = short tons, cargo
sq. ft. = square foot

Operations and Contingencies
FY99 Timeline

- **Allied Force/Noble Anvil II** *deployment*: Mar 24 - Jun 10; Kosovo; 700 A/C; 26,200 PAX; 49,500 S/T; 285 Refuel ; 31 voyages; 316 mil gal. fuel; 1.5 mil sq. ft.; 1,825 PAX

- **U.S. Army Task Force Hawk** *deployment*: Apr - May; Kosovo; 840 A/C; 8,553 PAX; 24,193 S/T

- **Noble Anvil** *redeployment*: Jun - Jul; Kosovo; 294 A/C; 19,250 PAX; 27,700 S/T; 15,650 for Task Force Hawk

June

July

August

- **Earthquake in Turkey**: Aug 17 - 22 20 A/C; 2 Refuel; 70 search & rescue PAX

- **Hurricane Dora**: Aug 17 - 18; Johnston Atoll, Pacific Ocean; 5 A/C, evacuated 1,054 PAX

September

- **East Timor**: Sep - Ongoing (FY99 SUMMARY); 6 A/C; 4 voyages; 60,000 sq. ft.

- **Task Force Falcon** *first KFOR Rotation*: Sep 30; Kosovo; 6 A/C; 700 PAX; 183 S/T; 15,000 sq. ft. vehicles/equipment

Humanitarian operations: Dora through Floyd

Disasters and potential disasters followed in succession during August and September. Fortunately, USTRANSCOM was able to arrange the evacuation of 1,054 workers from Johnston Island in the Pacific as Hurricane Dora drew near on August 17-18. Responding simultaneously to an enormous earthquake in Izmit, Turkey, AMC airlifted the Fairfax County, Va., Search and Rescue Team on a nonstop 13-hour flight from Dover Air Force Base, Del., to Istanbul, Turkey. Four days later, two additional missions deployed the Dade County, Fla., Urban Search and Rescue Team to Turkey. In mid-September, as Hurricane Floyd menaced the East Coast, USTRANSCOM made a series of preparations to counter the worst. While the worst did not happen due to changes in the direction of Floyd, AMC again airlifted the Fairfax County, Va., Search and Rescue Team when an earthquake struck Taipei, the capital of Taiwan. This time an 18-hour, nonstop flight carried the team to Taiwan where they continued to help save lives.

Contingencies continue…

In an Asian echo of the ethnic tensions that ravaged Kosovo, Indonesian militias terrorized East Timor after that territory voted for independence in early September. By mid-month, USTRANSCOM began supporting the USPACOM with the deployment of U.S. military personnel and equip-

Chemical Munitions Company Military Police from Johnston Atoll load into a panel van on their way to the processing line at Hickam Air Force Base, Hawaii. The military policemen were among the last evacuated from Johnston Atoll. Nearly 1,100 evacuees arrived at Hickam Tuesday morning after the U.S. Air Force arranged airlift out of Johnston Island where hurricane Dora was to come ashore. A total of five U.S. Air Force cargo flights from Alaska, Guam and Hawaii deployed to the tiny island to evacuate the residents. Army, Air Force, Navy, and federal and civilian contract employees were evacuated.

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ment. USTRANSCOM also assisted later movements of Australian and other forces that comprised the United Nations peacekeeping force. FY99 ended as it began with hurricanes and ethnic conflict, but on a lesser scale.

Summary of "peacetime operations"

The Joint Requirements Team, part of USTRANSCOM' s Mobility Control Center, supports what is often referred to as peacetime operations. They coordinate and consolidate efforts to ensure each customer receives the best support from the Denton Amendment Program Management, Special Assignment Airlift Mission (SAAM), channel movements and Group Travel Operations.

The Denton Amendment Program provides free shipping of humanitarian donations on a space-available basis on military and chartered civilian aircraft and sealift. In 1998, USTRANSCOM entered a historic agreement with the Office of the Secretary of Defense to assume a more active management role for Denton shipments. From September 1998 through September 1999, 11.3 million pounds were shipped in direct support of

Hurricane Mitch relief efforts to Honduras, Nicaragua, El Salvador and Guatemala.

Our SAAM managers supported 3,189 missions in FY99, to include 1,265 White House support missions such as the President's trips to Bosnia, South America, Czech Republic, Jordan, Ireland and many other locations in Europe, Asia and the Middle East. They also supported 39 counterdrug operations in FY99, often completing movements with one day's notice.

USTRANSCOM played a major role in maintaining channel (i.e., regular, scheduled) airlift worldwide to support the military services and regional CINCs. Recently, USTRANSCOM reestablished commercial channel missions into Bahrain and Kuwait after they were cancelled due to increased tensions in the region. In FY99 the combined channel cargo and passenger missions supported 182,646 short tons and 340,755 passengers.

The Group Travel Team processed group travel requirements for more than 183,000 passengers moving by air (more than 1,561 air moves) and more than

146,000 passengers traveling by surface transportation (more than 1,189 moves). Many of these were deployments to the National Training Center and Joint Readiness Training Center located at Fort Polk, La.

Operational Cargo, Passenger, and Performance Data

As a general rule, the data listed here for movement of cargo, passengers and operational performance only apply to those programs administered by USTRANSCOM via the Transportation Working Capital Fund (TWCF). The exception is operations by the Joint Operational Support Airlift Center and Global Patient Movement Requirements Center, which are administered by USTRANSCOM but are funded by the U.S. Air Force, other military Services and the Defense Health Program.

For more information on the TWCF, please refer to the Financial Summary chapter in this report.

USTRANSCOM Aggregate Data

The charts that follow generally depict data for the following customers: United States (U.S.) Army, U.S. Navy, U.S. Marine Corps, U.S. Air Force,
U.S. Joint Forces Command (USJFCOM)
U.S. Central Command (USCENTCOM)
U.S. European Command (USEUCOM)
U.S. Pacific Command (USPACOM)
U.S. Southern Command (USSOUTHCOM)
U.S. Space Command (USSPACECOM)
U.S. Special Operations Command (USSO-COM)
U.S. Strategic Command (USSTRATCOM)
Army and Air Force Exchange Service (AAFES)
Defense Commissary Agency (DeCA)
Defense Logistics Agency (DLA)

Some programs have a large number of customers and these will be grouped in a category labeled "other" or will be fully labeled in the chart as Navy Exchange Service Command (NEXCOM) is labeled in MTMC's Port Handling program, for example.

Units of measure

The movement of passengers and cargo across the Defense Transportation System (DTS) is difficult to address in a few simple aggregates. There are many different variables to consider, such as distance of the movements, mode of transportation, and diverse units of measure that apply to cargo. For example, it is difficult to compare Petroleum, Oils, and Lubricants (POL) products—that are liquid—versus "dry" (solid) cargo. Liquid cargo is moved in containers (by volume) and a standard weight for that liquid must be multiplied by the volume in order to estimate the total weight of the liquid in a given shipment. Once a total weight is obtained for POL, then it can be compared to dry cargo shipments when the dry cargo is also measured by weight.

But dry cargo shipments are not always measured by weight. Dry cargo is measured by weight when it is shipped in individual packages (break bulk) but when cargo is "stuffed" in large shipping containers it is no longer measured by weight but only by container. While the volume of a standard shipping container may be known, dry cargo does not have a standard weight (such as may be applied to different types of POL). We cannot convert the number of containers of dry cargo shipped into an estimate of total weight shipped. So for shipments that are performed by container—a growing trend in the shipping industry—only a volumetric measure can be provided (such as Measurement Ton (M/T), equivalent to 40 cubic feet) which cannot be converted into a total weight shipped. We, therefore, have two fundamentally different types of cargo: break bulk (measured by weight) and container (measured by volume)

and cannot show the total for all cargo shipped by USTRANSCOM on a single chart that uses only one unit of measure. Instead, the USTRANSCOM aggregate for total cargo shipped must be displayed on two separate charts: one for container shipments (by volume in M/Ts) and another combining break bulk and POL (by weight in Short Tons (S/Ts)).

The chart provided here illustrates the different units of measure that apply to USTRANSCOM programs.

DTS Program	Terms of Measurement
JOSAC Support	Number of Passengers
GPMRC Evacuations	Number of Passengers
AMC Channel Passenger	Number of Passengers
AMC Channel Cargo	Short Tons (S/T)
MTMC Port Operations	Measurement Tons (M/T) or TEUs
MTMC Liner Ocean Transportation	Measurement Tons (M/T)
MTMC Global POV Contract	Measurement Tons (M/T)
MSC Fast Sealift	Measurement Tons (M/T)
MSC Cargo	Measurement Tons (M/T)
MSC POL Tankership	Long Tons (L/T)

As a rule, the charts in this report show the normal units of measure that are used for each program and these measures are only converted to other measures—M/Ts and S/Ts—in order to depict total cargo shipped for the USTRANSCOM aggregate.

The factors used to convert volume measures to M/Ts are:
40 cubic feet = 1 M/T
1 Twenty-Foot Equivalent Unit (TEU) container = 20.1 M/T

The factors used to convert other weight measures to S/T are:
2,000 pounds (lbs) = 1 S/T
1 long ton (L/T) = 1.12 S/T

USTRANSCOM aggregate: cargo

Cargo totals do not include data for Special Assignment Airlift Mission (SAAM) flights and other missions when an entire aircraft flight is chartered by a customer. Data for these missions is tracked by flying hour for organic flights and cost for

commercial flights and does not include detailed information on the cargo that is actually transported during the mission.

As explained in the discussion of units of measure above, it is necessary to use two different charts to display the USTRANSCOM aggregate for cargo: one which shows programs that measure cargo by volume (i.e., "volumetric cargo") and one which shows programs that measure cargo by weight (i.e., "weight-measured cargo"). MTMC and MSC containerized cargo is measured by volume in M/T, while MSC liquid cargo and AMC cargo are measured by weight in L/T and S/T, respectively.

USTRANSCOM "Volumetric Cargo"* by Program FY99

*USTRANSCOM "Volumetric Cargo" consists of MTMC Port Operations, Liner Ocean Transportation, Global POV Contract, MSC Cargo and Fast Sealift programs which are measured by volume in M/T.

- MTMC Port Operations 44%
- MTMC Liner Ocean Transportation 36%
- MSC Cargo Program 10%
- MSC Fast Sealift Program 5%
- MTMC Global POV Contract 5%

This does not include AMC Channel Cargo which is measured by weight in S/T, nor does it include liquid cargo such as MSC POL which is measured by weight in L/T
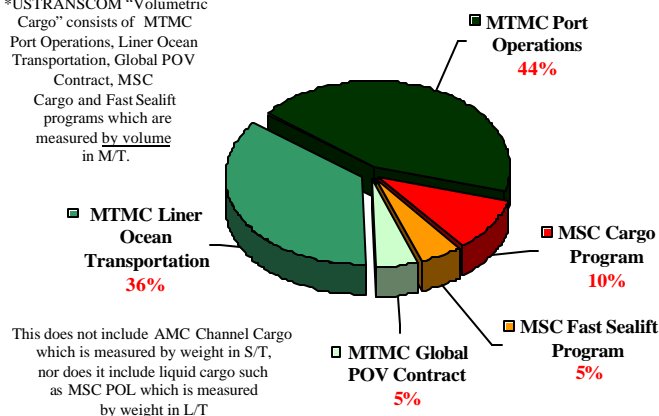
Total Cargo (M/T): 11,303,007

MTMC's Port Operations program processed nearly half of all FY99 USTRANSCOM volumetric cargo. MTMC's Liner Ocean Transportation program, in which we bought a certain amount of space on commercial vessels, was the next largest volumetric program. This program processed over three times as much cargo as the MSC Cargo program, where the contract (or "charter") was typically for use of the entire ship.

*USTRANSCOM "Weight-measured Cargo" consists of AMC Channel cargo which is measured by weight in S/T, and MSC POL which is measured by weight in L/T and was converted into S/T for this chart.

This does not include MTMC Port Operations, Liner Ocean Transportation, Global POV Contract or MSC Cargo and Fast Sealift programs which are measured by volume in M/T.

This chart also does not include cargo shipped by the Joint Operational Support Airlift Center (JOSAC) since JOSAC missions are not funded by the Transportation Working Capital Fund (TWCF) and detailed data on the cargo are therefore not collected.

MSC POL Program 98%

AMC Channel Cargo 2%

Total Cargo (S/T): 7,174,610

No Humanitarian or SAAM shipments have been included

6,889,480 95%
5,267 0%
136,171 2%
52,966 1%
43,940 1%
9,824 0%
854 0%
195 0%
35,913 1%

Legend:
- Navy
- Army
- Air Force
- Marines
- DESC
- DLA
- GSA
- Coast Guard
- Other

Total Cargo (S/T): 7,174,610

The Defense Energy Support Center (DESC) was the primary customer for MSC's POL Tankers program and, accordingly, was the largest customer for weight-measured cargo in FY99.

AMC's airlift is often the most publicized portion of USTRANSCOM's transportation support, but the total weight of cargo processed in FY99 by AMC's Channel Cargo program was dwarfed by the total weight processed in MSC's POL Tankers program. Considering that all USTRANSCOM volumetric cargo is also sealift-related, it is clear that sealift is the prime mover for USTRANSCOM strategic transportation.

The Army was USTRANSCOM's largest customer for volumetric cargo in FY99, while the Air Force was second of the military Services.

3,973,286 35%
1,333,984 12%
263,193 2%
1,158,631 10%
762,238 7%
632,026 6%
1,914,601 17%
578,750 5%
686,298 6%

Legend:
- Navy
- Army
- Air Force
- Marines
- Other
- DLA
- DeCA
- AAFES
- NEXCOM

Total Cargo (M/T): 11,303,007

This order was reversed for weight-measured cargo as the Air Force and Army were, respectively, the largest customers among the military Services in FY99.

Region	Value
USJFCOM	363,720
USCENTCOM	700,517
USEUCOM	3,969,575
USPACOM	3,717,843
USSOUTHCOM	1,809,659
UNASSIGNED	1,336

Legend: Inbound (to CONUS); Outbound (from CONUS); Inter-Regional (OCONUS)

Total Cargo (M/T): 10,562,650*

*The total cargo does not include 740,357 (M/T) of MTMC Port Operations cargo from CONUS to CONUS

Shipments involving USEUCOM and USPACOM as either receiver (i.e., "supported" CINC) or shipper constituted over half of all USTRANSCOM volumetric cargo.

Region	Value
USJFCOM	461,809
USCENTCOM	658,746
USEUCOM	1,335,272
USPACOM	3,170,690
USSOUTHCOM	1,547,939
UNKNOWN	154

Legend: Inbound (to CONUS); Outbound (from CONUS); Inter-Regional (OCONUS)
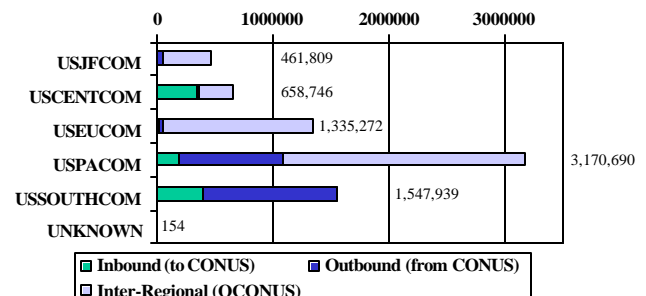
Total Cargo (S/T): 7,174,610

USPACOM weight-measured cargo shipments were more than double the amount of shipments involving any other geographic CINC in FY99.

As a general rule, "organic" lift is owned or leased by DOD while "commercial" lift is owned and operated under contract with private industry. Some cargo programs, however, are a hybrid of organic and commercial because the assets are owned by DOD but operated with labor and other resources that are obtained under contract with private industry. These may be categorized as Government-Owned, Contractor-Operated (GOCO) lift.

USTRANSCOM "Volumetric Cargo" Organic vs. Commercial vs. GOCO, by Customer FY99

K = numbers in thousand M/T
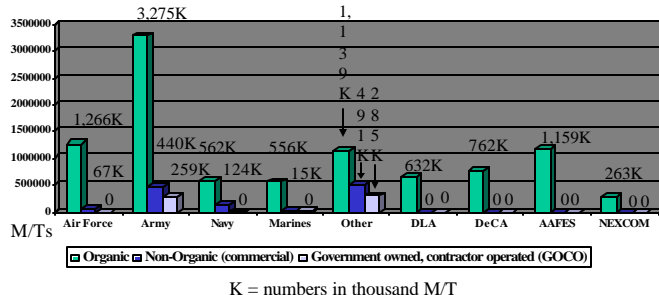
Organic lift of volumetric cargo was larger in FY99 than the total of commercial and GOCO lift.

A USTRANSCOM aggregate chart for weight-measured cargo is not provided because no data is available regarding the proportion of AMC Channel Cargo transported by organic versus commercial lift.

General cargo is the largest percentage of total volumetric cargo shipped by USTRANSCOM, followed by special cargo. There are 43 "special cargo" (water commodity code 800-899) categories. Special cargo includes all unboxed vehicles not described elsewhere, regardless of size or weight, including any item weighing more than 10,000 pounds or measuring 35 feet or more in any dimension.

USTRANSCOM "Volumetric Cargo" by Commodity FY99

Total Cargo (M/T): 11,303,007
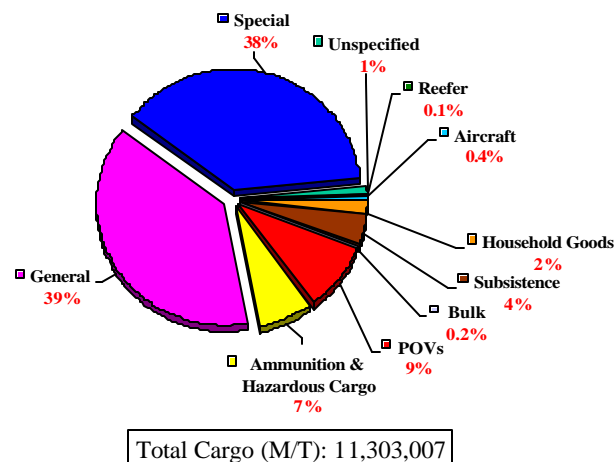
Privately owned vehicles (POVs) and ammunition & hazardous cargo were the largest specific categories of volumetric cargo shipped in FY99, with 9% and 7% of the total, respectively.

USTRANSCOM "Weight-measured Cargo" by Commodity FY99

Total Cargo (S/T): 7,174,610
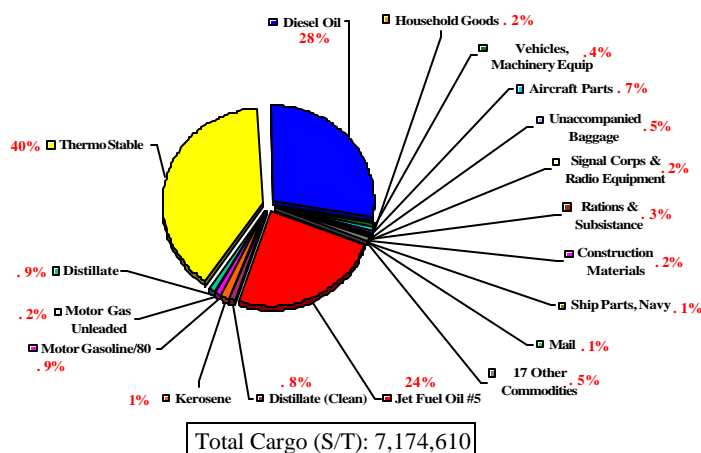
POL products constituted over 93% of weight-measured cargo commodities.

USTRANSCOM program measurements: passengers

When compared to cargo data, passenger movement data is relatively easy to calculate since we use the same unit of measure for each movement. After all, a passenger is a passenger—whether flying space-available, official government travel, or in a DOD patient status.

These charts address the number of passengers traveling by air channels, operational support missions and medical evacuations, but the data does not measure the miles flown.

Distance traveled is accounted for in the rate that is charged to customers for a particular flight. Therefore, the passenger revenue charts provided in the Financial Summary chapter of this report are an additional means of assessing the size of USTRANSCOM's passenger programs.

Passenger totals for individual travel (i.e., travel booked by the Service member) on commercial air, Special Assignment Airlift Mission (SAAM) flights and other missions when an entire aircraft flight is chartered by a customer are generally not included in these figures. Data for these missions is tracked by flying hour for organic flights and cost for commercial flights and does not include detailed information on the passengers that are actually transported during the mission. These charts do, however, include patient and passenger movement data from Joint Operational Support Airlift Center (JOSAC) and Global Patient Movement Requirements Center (GPMRC) missions. USTRANSCOM administers the JOSAC, but these Operational Support Airlift missions are not funded by the Transportation Working Capital Fund: each military Service pays the costs associated with operating its aircraft. Similarly, the GPMRC is administered by USTRANSCOM and its patient movement missions were primarily funded as training missions by the Defense Health Program.

The USTRANSCOM total for passengers moved in FY99 is displayed here. This chart represents the total of all movements by the JOSAC, GPMRC, and AMC's Channel Passenger programs.

USTRANSCOM Passenger movements by Program* FY99

JOSAC 45%
AMC Channel Passenger 53%
GPMRC 2%

Total Passengers: 635,157
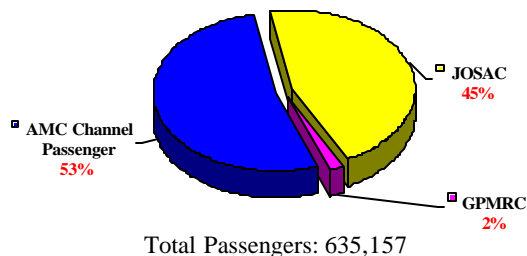
*USTRANSCOM administers the Joint Operational Support Airlift Center, but these missions are not funded by the Transportation Working Capital Fund: each military Service pays the costs associated with operating its aircraft.
The GPMRC is administered by USTRANSCOM and its missions were primarily funded in FY99 as training missions by the Defense Health Program.

AMC's Channel Passenger programs moved the most passengers in FY99, while the JOSAC also provided a substantial peacetime contribution to DOD. Over half of the JOSAC's missions were provided for transfer of Navy personnel between ships and bases, and movement of Navy/Marine patients between medical facilities.


USTRANSCOM Passenger movements by Customer FY99

No Humanitarian or SAAM shipments have been included.

Navy 32%
Army 30%
Other 5%
Marines 8%
Air Force 25%

■ Navy*
■ Army
■ Air Force
■ Marines*
■ Other

*Marine Corps medical patients are treated under Navy medical programs, and therefore Marine Corps GPMRC passengers are categorized as "Navy" for this chart
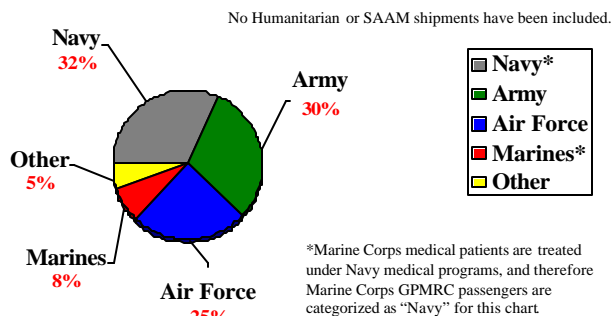
Total Passengers: 635,157

The Navy was consequently the largest customer of USTRANSCOM passenger airlift in FY99, followed by the Army.

Regional passenger data is not maintained for every USTRANSCOM passenger program, but charts for the JOSAC and AMC's Patriot Express program are provided later in this chapter.

The majority of USTRANSCOM's passengers are transported by organic airlift that is owned or leased by DOD. AMC's Patriot Express

USTRANSCOM Passenger movements Organic vs. Commercial, by Customer, FY99
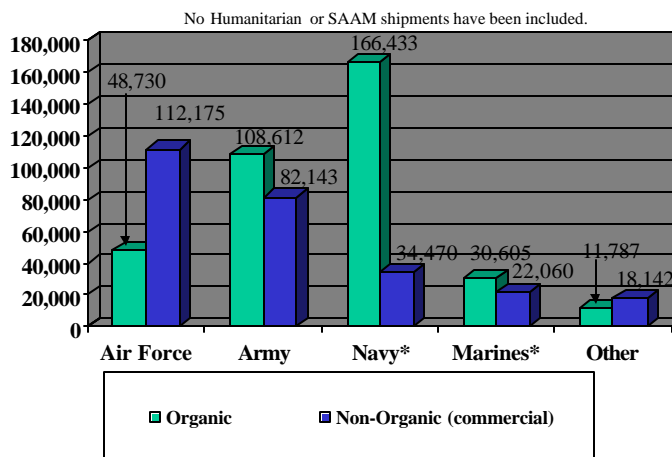
No Humanitarian or SAAM shipments have been included.

	Air Force	Army	Navy*	Marines*	Other
Organic	48,730	108,612	166,433	34,470	11,787
Non-Organic (commercial)	112,175	82,143	34,470	22,060	18,142

■ Organic ■ Non-Organic (commercial)

Total: 635,157

*Marine Corps medical patients are treated under Navy medical programs, and therefore Marine Corps GPMRC passengers are categorized as "Navy" for this chart.

program uses commercial airlift to move passengers on channel routes.

USTRANSCOM passenger programs do not have any Government-Owned, Contractor-Operated (GOCO) lift.

USTRANSCOM performance measures

In addition to measuring the aggregate quantity of cargo and passenger movements, an accurate assessment of FY99 must also measure the quality of USTRANSCOM's performance. One way to assess USTRANSCOM's performance is to measure the timeliness with which we move cargo when compared to arrival dates requested by the customer.

LMARS and the strategic transportation segment

USTRANSCOM continued to work with the Logistics Metric Analysis Reporting System (LMARS) Committee to refine the system that measures the time required to obtain supplies. From the date that an item is requisitioned through the date it is received, LMARS calculates an average Total Order to Receipt Time (TORT), as well as average performance for each of the 12 segments in the logistics pipeline. Three of these segments are designated "strategic transportation segments."

These segments consist of the average processing time for shipments in the Port of Embarkation (POE), the average time required for in-transit movement between the POE and Port of Debarkation (POD), and average processing time in the POD. USTRANSCOM controls these segments through the Transportation Component Commands (TCCs): AMC, MSC and MTMC. Since LMARS data consolidates movements performed by all TCCs, it is currently the most accurate way to measure the overall timeliness of USTRANSCOM in supporting customer requirements.

LMARS reports are divided further by transportation priorities (e.g., TP1, TP2, and TP3) and between the Continental United States (CONUS) and the four overseas delivery areas

delineated in the Uniform Material Movement and Issue Priority System (UMMIPS). A new tracking capability introduced later in the year was the ability to report performance by area assigned to a geographic CINC, and by country within that area. The four overseas (OCONUS) delivery areas are:
1. OCONUS 1: to Alaska, Hawaii, Guam, Caribbean and Central America
2. OCONUS 2: to United Kingdom and northern Europe
3. OCONUS 3: to Japan, Okinawa, Korea and western Mediterranean
4. OCONUS 4: to hard-lift areas, such as South America, eastern Mediterranean, North Atlantic, Africa, Diego Garcia and Persian Gulf, etc.

While this high level reporting cannot pinpoint specific processing problems, it does indicate high level trends. It can also demonstrate the role the strategic transportation segments have in overall TORT for each transportation priority and region. FY00 holds the promise of more discrete measurements and the capability to drill down into the data to individually analyze identified problems.

The accompanying charts show average times for the strategic transportation segments as a

STRATEGIC TRANSPORTATION AS A PERCENTAGE OF TOTAL ORDER TO RECEIPT TIME (TORT) TRANSPORTATION PRIORITY 1
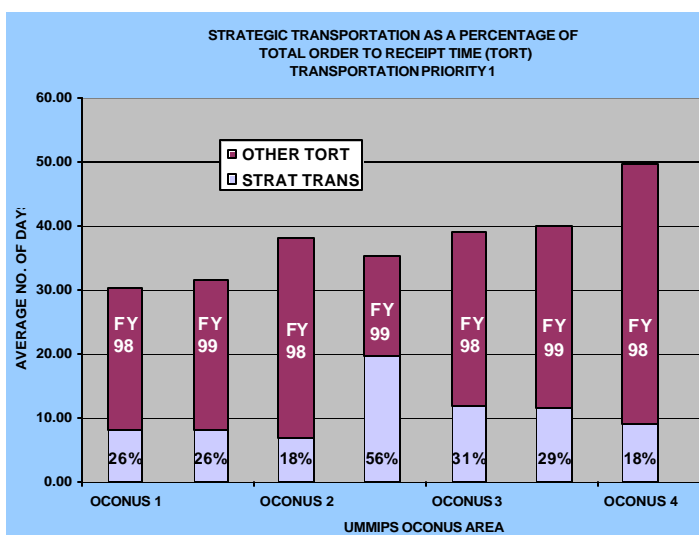
percentage of the average TORT, for the three transportation priorities and the four OCONUS areas within each priority, for FY98 and FY99. Analysis capabilities that have

become available since the end of FY99 indicate that high average day values in the strategic transportation segments are usually the result of bad data rather than poor transportation performance.

For these charts, we conclude that data anomalies are responsible for at least part of the

STRATEGIC TRANSPORTATION AS A PERCENTAGE OF TOTAL ORDER TO RECEIPT TIME (TORT) TRANSPORTATION PRIORITY 2
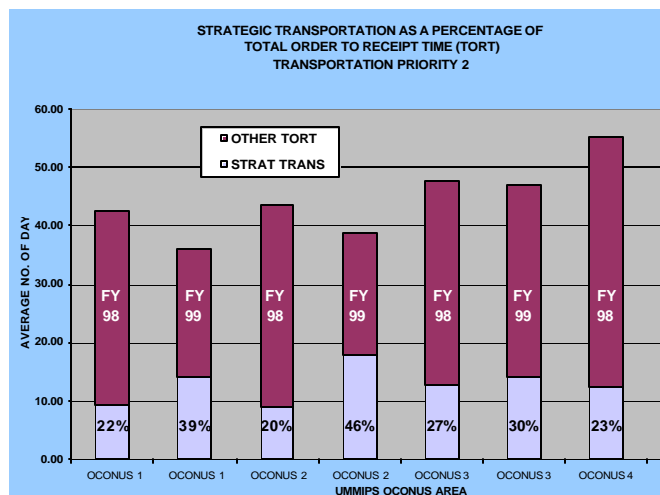
high values in TP1, OCONUS 2, FY 99; TP2, OCONUS 2, FY99; TP2, OCONUS 4, FY99; TP3, OCONUS 3, FY98; TP3, OCONUS 4, FY99. The substantial reduction in TP3 TORT as compared to strategic transportation times is due to counting perishable and semi-perishable requisitions, which have rapid processing and delivery. No separate transportation data is available for perishable and semi-perishable requisitions.

The LMARS performance data convey two

STRATEGIC TRANSPORTATION AS A PERCENTAGE OF TOTAL ORDER TO RECEIPT TIME (TORT) TRANSPORTATION PRIORITY 3
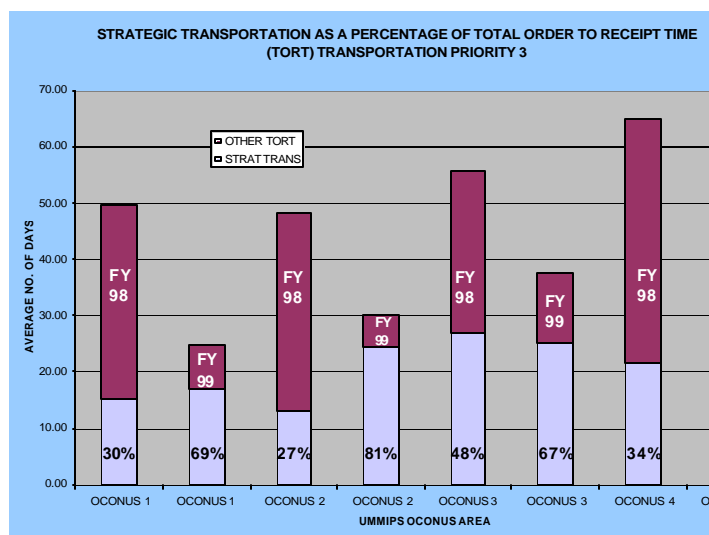
fundamental factors in USTRANSCOM's mission: first, strategic transportation does not operate in a vacuum; it is an integral part of the overall movement of materiel from storage to the end user.

Second, because of the timeliness in moving materiel rapidly according to the priority assigned, strategic transportation is not the largest portion of TORT. Overall, the LMARS data demonstrates that USTRANSCOM must continue to work with other agencies and our customers to reduce overall TORT by integrating our operations with those "non-strategic" transportation segments (e.g., movement from storage location to consolidation and containerization point and in-theater movement from the POD to the customer).

Joint Operational Support Airlift Center Data

The Joint Operational Support Airlift Center (JOSAC) schedules aircraft from all military Services to move DOD personnel and cargo within CONUS. Typical support includes movement of executive personnel, transfer of Navy personnel between ships and bases, and movement of patients between medical facilities. These flights are called Operational Support Airlift (OSA) missions. Peacetime OSA missions maintain DOD's readiness to rapidly move small groups of personnel in wartime.

The JOSAC uses a central pool of 263 DOD aircraft, stationed at 101 locations throughout the United States. This incorporates 59 Air Force, 16 Marine, 51 Navy and 137 Army aircraft, including the C-12, C-21, UC-35, C-38, T-39, C-9, C-20, C-22, C-23, and C-26. While USTRANSCOM administers the JOSAC, these missions are not funded by the Transportation Working Capital Fund: each military Service pays the costs associated with operating its aircraft.

JOSAC cargo and passenger data

The JOSAC scheduled 18,522 missions during FY99, 30% of which were joint missions. These joint missions demonstrate the benefits of using a central pool for OSA aircraft since the JOSAC schedules all missions according to the priority of the request for support, not by the military Service providing the aircraft. For example, on any given day a Navy aircraft may transport Army passengers and cargo while another joint mission may involve Army aircraft moving Marines. In FY99, 287,977 DOD passengers were moved along with 4.94 million pounds of cargo.

JOSAC Passenger Support by Customer FY99

9%	24861
8%	23394
28%	81856
55%	157866

Legend: USN, USA, USAF, USMC

Total passengers: 287,977
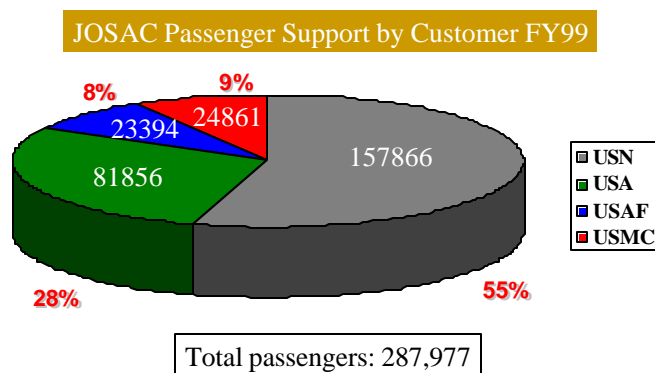
Slightly more than half of all personnel moved on OSA missions were in the Navy, while approximately one-quarter of all personnel were in the Army.

JOSAC performance data

During Fiscal Year 1999 the JOSAC received 39,532 requests for airlift. Of these, 30,568 were supported for a 77% support rate.

JOSAC Support by Priority FY99

	Requests	Supported	Rate
Total	39532	30568	77%
Pri 1	105	105	100%
Pri 2	15096	14013	93%
Pri 3	24331	16450	68%
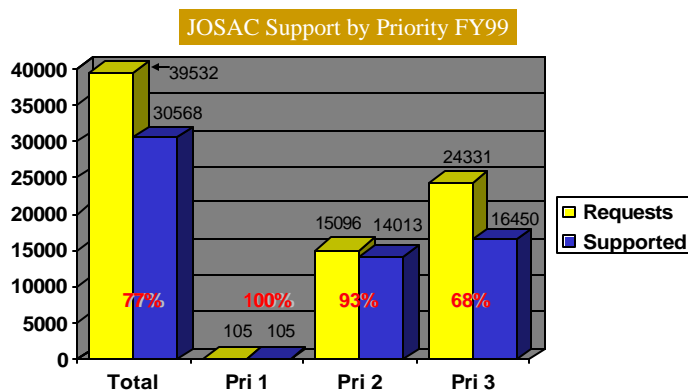
The JOSAC uses a priority system to schedule aircraft that the individual military Services make available each day. Priority 1 missions are the most urgent, since they are in direct support of operational forces in combat, contingency operations, peacekeeping missions, or emergency life-saving flights. Of 105 requests for Priority 1 airlift, JOSAC supported all 105 requests for Priority 1 airlift in FY99. Priority 2 missions are reserved for "required use" airlift or airlift requests with compelling operational considerations that make commercial transportation unacceptable. JOSAC's goal was to support 90% of all Priority 2 requests and for FY99 14,013 of 15,096 were flown for a 93% support rate. Priority 3 missions are flights that are more cost-effective than commercial airlift or are requests added to previously scheduled missions. Of 24,331 requests, 16,450 were flown for a 68% support rate, exceeding JOSAC's goal of 50% support.

JOSAC support for Unified Commanders in Chief FY99

Command	Missions
USSTRATCOM	88
USTRANSCOM	78
USSPACECOM	70
USSOCCOM	35
USJFCOM	13
USPACOM	12
USSOUTHCOM	12
USCENTCOM	20
USEUCOM	2

Total missions: 330
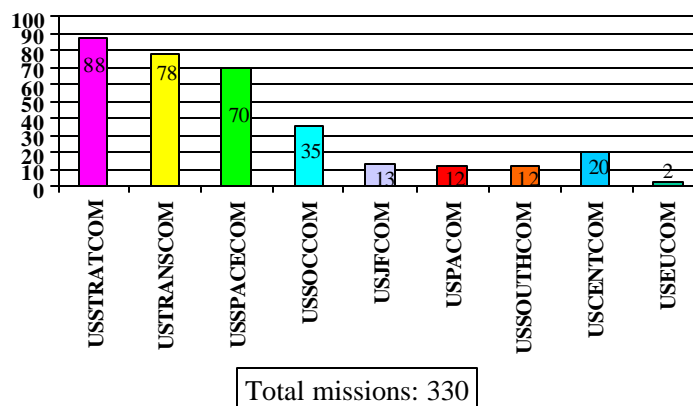
Global Patient Movement Requirements Center Data

USTRANSCOM's Global Patient Movement Requirements Center (GPMRC) is the coordination center for moving DOD patients throughout CONUS and USSOUTHCOM. The GPMRC coordinates the movement of patients on C-9s, and these were resourced in FY99 out of Defense Health Program (DHP) funds that AMC receives for training C-9 crews for contingencies. Effective in FY01, the Air Force will provide Operations & Maintenance funds for Aeromedical

Evacuation missions flown on C-9A aircraft. The DHP will continue to fund missions flown by other airlift aircraft.

A total of 12,018 patients were evacuated during FY99. Almost all patients were flown by Air Force assets, predominantly C-9 "Nightingales." Non-Air Force missions were flown by contract civilian air ambulance or Army Medical Evacuation (MEDEVAC) helicopters. Most sorties flown by other than C-9 aircraft were either urgent/priority missions when C-9s were not available, or special/opportune missions otherwise outside of the norm. Many of these sorties included USSOUTHCOM missions which the GPMRC is now responsible for since the curtailment of operations in Panama.

GPMRC Evacuations by Customer FY99

Total Passengers: 12,018
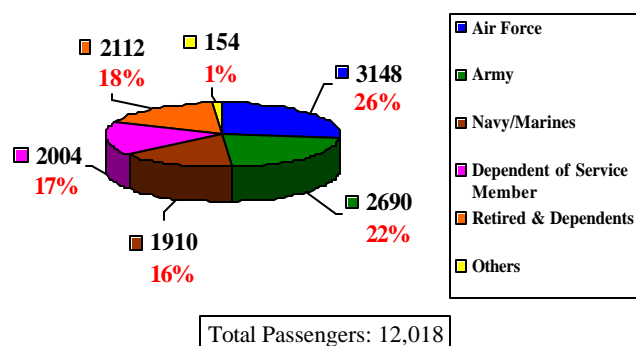
The Air Force had the largest number of patients evacuated in FY99, followed by the Army.

Military Traffic Management Command Data

MTMC does not have any programs that provide passenger service through the TWCF. Data provided here therefore only reflects cargo movements.

MTMC cargo data

MTMC has three programs for moving cargo: Port Operations, Liner Ocean Transportation, and the Global Privately Owned Vehicle (POV) Contract (GPC).

MTMC operates common-user water terminals (i.e., ports used by more than one military

Service) throughout the world and monitors movements through these terminals.

MTMC Port Operations Program FY99

Total Cargo (M/T): 4,964,653
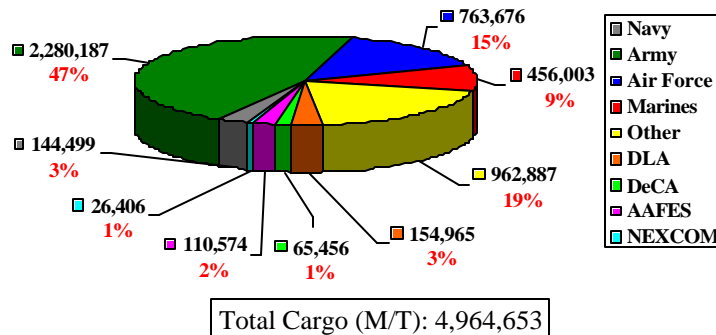
The Army was the biggest customer in FY98 with 25% of the Port Operations program, and this proportion increased to 47% in FY99 due to operations in Kosovo.

MTMC's Liner Ocean Transportation program started in FY99. A liner is a cargo-carrying ship which is operated between scheduled, advertised ports of loading and discharge on a regular basis. The shipper buys a certain amount of space from the shipping company to have the company move a certain number of pieces of freight, in contrast to a charter, where the contract is typically for use of the entire ship.

MTMC Liner Ocean Transportation Program FY99

Total Cargo (M/T): 4,090,053
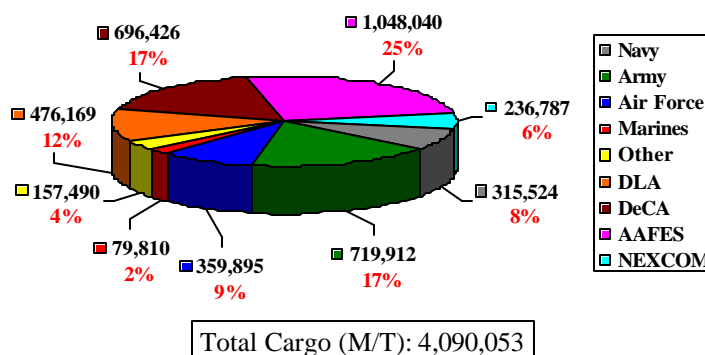
The Army Air Force Exchange Service (AAFES) was the largest customer in FY99, with 25% of cargo moved in the Liner Ocean Transportation program.

The (GPC) program also started in FY99. The GPC program ships vehicles that are owned by military personnel and other Government employees when they are ordered to move to new assignments, worldwide.

MTMC Global POV Contract (GPC) Program FY99

275,017
49%

101,828
18%

356
0%

17
0%

892
0%

18,170
3%

20,313
4%

143,302
26%

- Navy
- Army
- Air Force
- Marines
- Other
- DLA
- DeCA
- AAFES

Total Cargo (M/T): 559,895
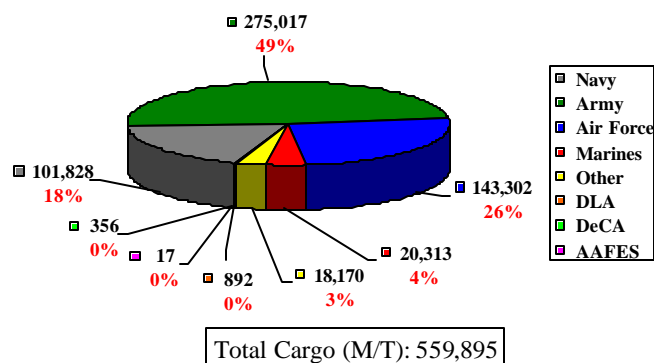
The Army is the largest customer, with 49% of all GPC shipments.

MTMC's regional cargo shipments changed dramatically from FY98 due to the start-up in FY99 of the GPC and Liner Ocean Transportation programs.

MTMC Cargo movement by Region FY99

MTMC Cargo consists of Port Operations, Liner Ocean Transportation, and Global POV Contract Programs

Region	Value
USJFCOM	145,768
USCENTCOM	519,685
USEUCOM	3,688,052
USPACOM	3,146,709
USSOUTHCOM	1,372,695
UNASSIGNED	1,336

- Inbound (to CONUS)
- Outbound (from CONUS)
- Inter-Regional (OCONUS)

Total Cargo (M/T): 8,874,245*

*The total cargo does not include 740,357 (M/T) of Port Operations cargo from CONUS to CONUS

The majority of all shipments were outbound from CONUS, but cargo to CONUS constituted over 37% of USEUCOM shipments and 42% of USSOUTHCOM shipments.

All of MTMC's TWCF cargo programs (i.e. GPC, Port Operations, and Liner Ocean) are non-organic since, with few exceptions, all labor and material handling equipment are provided under contract with commercial industry.

The commodity mix shipped under all of MTMC's cargo programs changed dramatically due to the start-up in FY99 of the GPC and Liner Ocean Transportation programs.

MTMC Cargo by Commodity FY99

MTMC Cargo consists of Port Operations, Liner Ocean Transportation, and Global POV Contract Programs

- **Special** **33%**
- **Unspecified** **1%**
- **Household Goods** **2%**
- **Subsistence** **5%**
- **Bulk** **0%**
- **POVs** **11%**
- **Ammunition & Hazardous Cargo** **7%**
- **General** **41%**

Total Cargo (M/T): 9,614,602
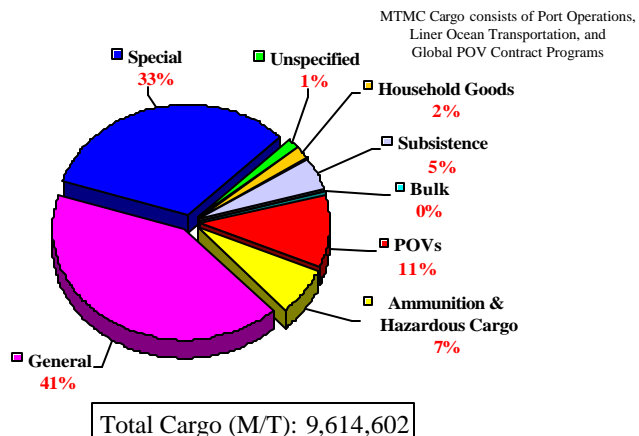
General cargo is the largest percentage of total cargo shipped by MTMC, followed by special cargo. There are 43 "special cargo" (water commodity code 800-899) categories. Special cargo includes all unboxed vehicles not described elsewhere, regardless of size or weight, and any item weighing more than 10,000 pounds or measuring 35 feet or more in any dimension.

MTMC performance data

Several different performance measures are applied to MTMC cargo. Response to cus-tomer freight requirements declined from 100% in FY98 to 97% in FY99. Conversely, containers lifted according to booking improved from 85% to 90%, completeness of ocean cargo manifests improved from 88% to 95%, and timeliness of ocean cargo manifests remained at 83% from FY98 to FY99.

MTMC performance measures FY99/FY98

Measure	FY 99	FY 98
Response (Frt)	97%	100%
Containers Lifted	90%	85%
Ocean Cargo Manifests	95%	88%
Timeliness of Ocean Cargo Manifests	83%	83%
Timeliness of ATCMDs	69%	FY98 N/A
Accuracy of ATCMDs	93%	FY98 N/A
Water Port Hold Time (UMMIPS)	96%	FY98 N/A

Note: 69% also shown for FY 98 Timeliness of ATCMDs
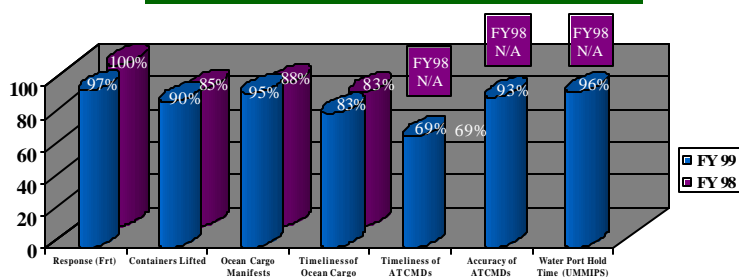
MTMC also added three new performance measures in FY99: timeliness of Advanced Transportation Control and Movement Documents (ATCMDs), accuracy of ATCMDs, and water port hold time as compared to Uniform Material Movement and Issue Priority System (UMMIPS) standards. A full description of these performance measures is provided in Appendix A of this report.

Military Sealift Command Data

MSC does not move any passengers for USTRANSCOM (i.e., with charges to the TWCF); therefore, no passenger data is provided. However, two ferries were chartered for several voyages from Italy to Albania to transport Army equipment during the Kosovo crisis. The ferries were commercial carriers and military passengers were transported in addition to Army gear. The basis of carriage was whole ship charter with an upper limit on the number of passengers, plus the requisite cargo space.

MSC cargo data

MSC's Sealift Program includes three project offices: Cargo (dry), Tanker (POL-petroleum, oils and lubricants) and Surge (government-owned ships that supplement the Cargo and Tanker Projects for exercises, contingencies and war).

Dry cargo is moved in large shipping containers and is, therefore, measured by volume in M/Ts. In FY99 the Army was the largest customer, followed by "other" movements which were paid using Chairman of the Joint Chiefs of Staff (CJCS) funding.

MSC Cargo Project - Government-owned Vessels FY99

Air Force had no shipments and Navy had 659 (<1%)
"Other" is predominantly JCS cargo

| Navy |
| Army |
| Air Force |
| Marines |
| Other |

258,518 47%
284,932 52%
7,683 1%

All cargo was shipped by Government owned/contractor operated vessels

Total Cargo (M/T): 551,792
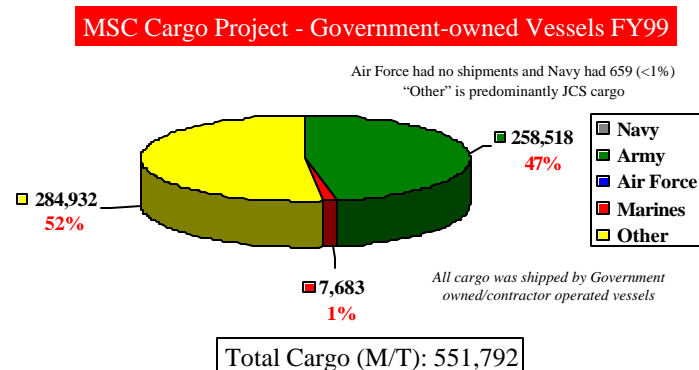
The FY99 total of 551,792 M/Ts was more than twice the FY98 total, mainly due to Kosovo support for the Army.

MSC Cargo Project - Commercial Vessels FY99

123,788 11%
491,122 43%
14,941 1%
67,111 6%
439,651 39%

| Navy |
| Army |
| Air Force |
| Marines |
| Other |

All cargo was shipped by commercial lift
"Other" is predominantly JCS cargo

Total Cargo (M/T): 1,136,613
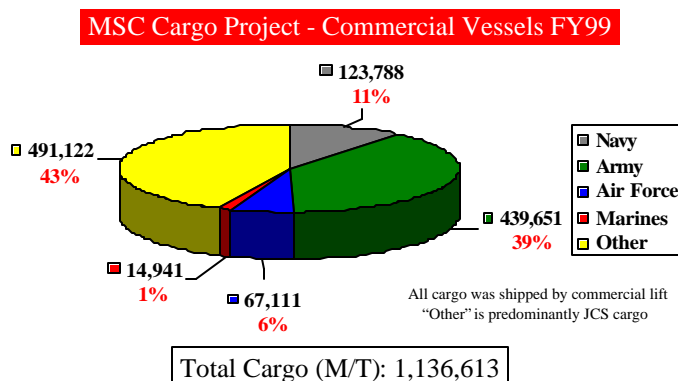
MSC Cargo shipped by commercial vessel for FY99 was 1,136 M/Ts, which nearly doubled the FY98 total. Most of the increase was in support for the Army and Marine Corps for Kosovo operations.

MSC's Tanker Project measures its shipments by weight in L/Ts.

MSC Tanker Project FY99

6,151,320 99%
58,157 1%

Army, Navy, and Marines had no shipments
Other is the Defense Energy Support Center

| Navy |
| Army |
| Air Force |
| Marines |
| Other |

All cargo was shipped by commercial lift

Total Cargo (L/T): 6,209,477
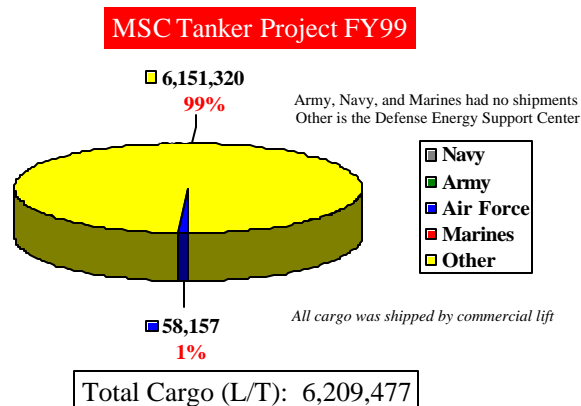
Total volume increased by over 1 million L/Ts when compared to FY98. Shipments for the Air Force increased by over 42,000 L/Ts but most of the increase was for the Defense Energy Support Center (DESC) which, in turn, supplied fuel to the military Services and other customers. USTRANSCOM does not have visibility over DESC activities.

The greater part of the 1 million L/Ts increase in POL shipments from FY98 to FY99 was inbound to CONUS. Shipments of POL from USSOUTHCOM, USPACOM, and USCENTCOM combined for an increase of approx. 817,000 L/Ts when compared to FY98 while totals from all other regions remained at zero. Shipments outbound from CONUS also

Total Cargo (L/T): 6,209,477

Dry cargo shipments to CONUS increased overall by approximately 61,000 M/Ts from FY98 to FY99.

This increase was also due to the surge in USSOUTHCOM traffic: shipments from USSOUTCOM to CONUS increased from 19,109 M/Ts in FY98 to 102,702 M/Ts in FY99. Inter-regional shipments of dry cargo increased by approximately 156,000 M/Ts from FY98

MSC "Dry Cargo" Organic vs. Commercial vs. GOCO, by Customer FY99

increased as a whole, with a fivefold increase to USSOUTHCOM from FY98 to FY99. Shipments to USACOM, however, decreased by a factor of 15 from 665,701 L/Ts to 38,367 L/Ts.

As a whole, inter-regional shipments of POL remained stable from FY98 to FY99 but shipments sent by USCENTCOM were halved from 504,348 L/Ts to 249,767 L/Ts. Shipments to USACOM increased from zero to 359,214 L/Ts. Changes in the amounts of POL shipped inter-regionally are due primarily to the changing nature of the POL market and the contracts made, rather than to operational usage in any particular region.

While increases from FY98 to FY99 in liquid cargo were primarily in-bound to CONUS, an overall increase in "dry cargo" shipments of approximately 444,000 M/Ts was mainly due to an increase in outbound shipments of 227,000 M/Ts. Most of this increase, in turn, was attributable to a surge in shipments to USSOUTHCOM from 35,263 M/Ts in FY98 to 246,912 in FY99.

to FY99. This was spurred by a near-tenfold increase in cargo shipped by USACOM, from 19,678 M/Ts in FY98 to 192,506 M/Ts in FY99. MSC dry cargo is shipped by a mix of commercial and Government-Owned, Contractor-Operated (GOCO) lift. As a percentage of its total cargo shipped, the Army is most dependent on GOCO vessels.

All liquid cargo shipments are conducted by commercial vessels.

The commodity mix shipped under the POL program remained relatively stable.

MSC "Dry Cargo" movement by Region FY99

Total Cargo (M/T): 1,688,405

MSC Tanker Project by Commodity FY99

Total Cargo (L/T): 6,209,477
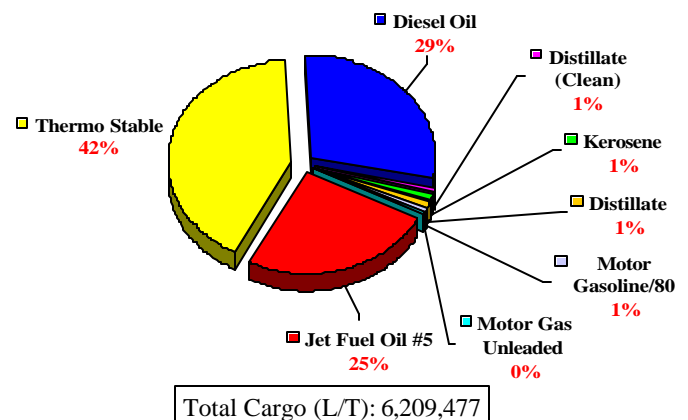
Diesel oil decreased from 33% of total shipments in FY98 to 29% of the total in FY99. Conversely, most other POL commodities had small percentage increases.

The commodity mix for MSC's dry cargo programs changed dramatically from FY98 to FY99.

MSC "Dry Cargo" by Commodity FY99

MSC "Dry Cargo" consists of data from Government-owned and Commercial Cargo Projects

- Special 70%
- Household Goods 0%
- Reefer 0%
- Aircraft 3%
- POVs 0%
- Ammunition 8%
- Bulk 0%
- General 19%
- Returning Empty Containers 0%

Total Cargo (M/T): 1,688,405
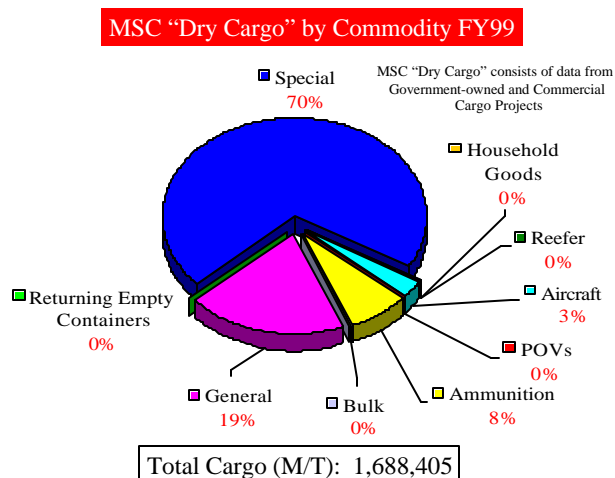
General cargo declined from 57% to 19% of the commodity mix, while special cargo increased from 16% to 70%. Kosovo operations contributed to this change due to shipments of special cargo that included unboxed vehicles, regardless of size or weight, and items weighing more than 10,000 pounds or measuring 35 feet or more in any dimension.

MSC performance data

MSC's ship availability and on-time pickup and delivery of cargo both declined by 1%, from a level of 96% in FY98 to 95% in FY99.

MSC performance measures FY99/FY98

On-Time Pickup or Delivery: FY99 95%, FY98 96%
Ship Availability: FY99 95%, FY98 96%

FY 99
FY 98
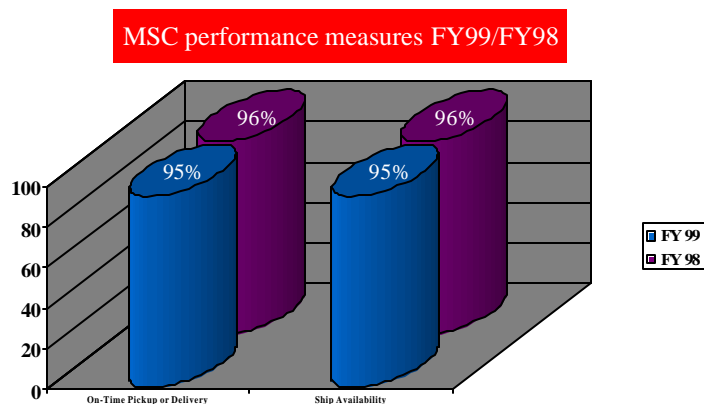
A full description of these performance measures is provided in Appendix A of this report.

Air Mobility Command Data

AMC has several "business areas" such as Joint Chiefs of Staff (JCS) exercises, contingencies, and SAAMs that are discussed in the opening section of Fiscal Year 1999...in Peace & War. AMC tracks the use of organic aircraft (such as the C-141) for these business areas by flying hour. The largest portion of organic lift was used in FY99 for the contingency business area.

AMC Organic Flying Hour Program, by Business Area FY99 (C-141, C-17, C-5)

- 42,089 — 27% — Contingency
- 24,334 — 16%
- 40,714 — 26% — Channel Cargo
- 9,748 — 6%
- 39,731 — 25%

- Training
- JCS Exercise
- SAAM
- Contingency
- Channel Cargo

Total Flying Hours: 156,616
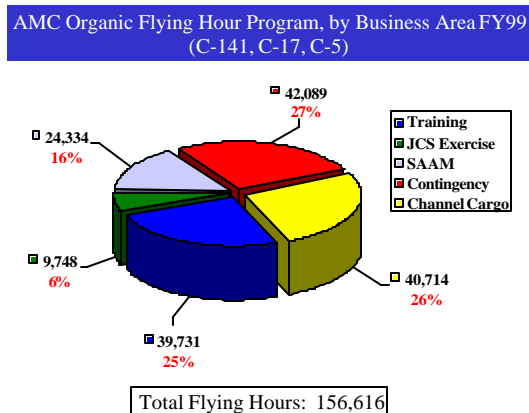
The channel airlift business area is for service provided on a recurring basis between two points, available on a common basis (known as "common use") to two or more DOD agencies. In FY99, approximately one-quarter of organic flights were used for channel cargo missions. These flights occasionally move passengers, but the primary purpose of the program is the movement of cargo.

AMC Commercial Augmentation, by Business Area FY99

- $316M — 41%
- $66M — 9%
- $184M — 24%
- $115M — 15%
- $82M — 11%

- Channel Passengers
- JCS Exercise
- SAAM
- Contingency
- Channel Cargo

Total Cost: $736M
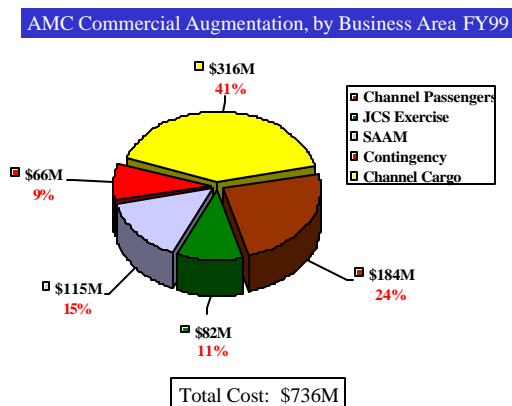
AMC also contracts for commercial aircraft to fly missions in its business areas. AMC tracks the use of commercial aircraft by the cost paid for these missions. Almost two-thirds of this cost was for channel operations — both cargo and passenger. More information on channel missions is provided on the pages that follow.

AMC Channel Cargo by Customer FY99

No Humanitarian or SAAM shipments have been included

52,966
25%

71,035
33%

43,940
20%

5,267
2%

195
0%

854
0%

35,913
16%

9,824
4%

- Navy
- Army
- Air Force
- Marines
- Other
- DLA
- GSA
- Coast Guard

Total Cargo (S/T): 219,994
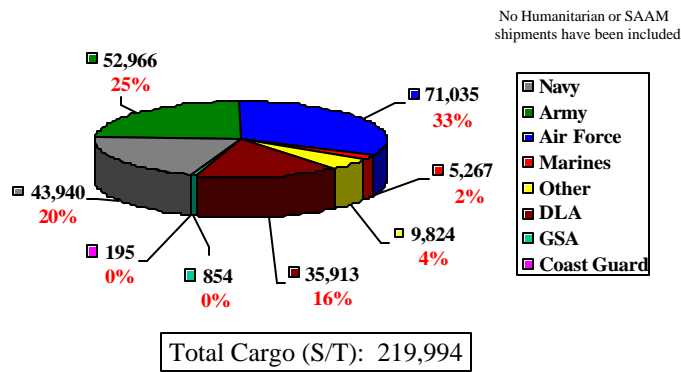
AMC cargo data

Overall channel cargo movement increased from 195,525 S/Ts in FY98 to 219,994 S/Ts in FY99.

Total annual shipments to most customers remained remarkably stable, and the increase was attributable to two customers. Shipments to the Army increased by 16,281 S/Ts, a 45% increase over FY98 and shipments to the Navy increased by 11,673 S/Ts, a 36% increase over FY98.

AMC Channel Cargo movement by Region FY99
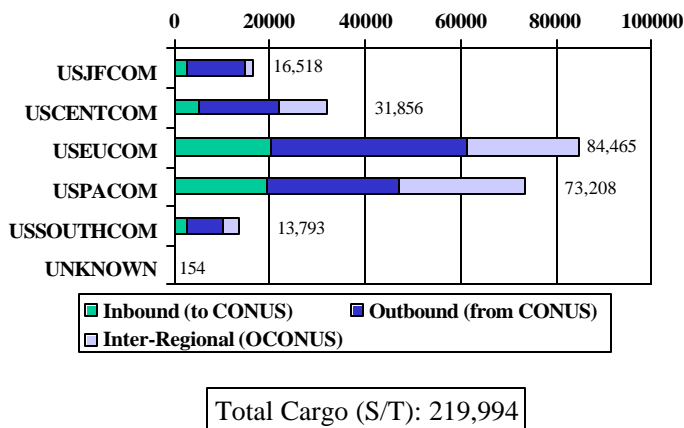
Region	Value
USJFCOM	16,518
USCENTCOM	31,856
USEUCOM	84,465
USPACOM	73,208
USSOUTHCOM	13,793
UNKNOWN	154

- Inbound (to CONUS)
- Outbound (from CONUS)
- Inter-Regional (OCONUS)

Total Cargo (S/T): 219,994

Shipments involving USEUCOM and USPACOM as either receiver (i.e., "supported" CINC) or shipper constituted over half of all AMC channel cargo.

USEUCOM-related shipments doubled compared to FY98, in part due to support of Kosovo operations.

No data is available regarding the proportion of channel cargo transported by organic versus commercial lift.

The commodity mix shipped by AMC channel cargo had increases of over 30% from FY98 to FY99 for household goods, rations and

AMC Channel Cargo by Commodity FY99

Signal Corps & Radio Equipment
7%

Unaccompanied Baggage
16%

Rations & Subsistence
10%

Construction Materials
6%

Aircraft Parts
22%

Mail
2%

Ship Parts, Navy
2%

Vehicles, Machinery Equip
14%

17 Other Commodities
15%

Household Goods
6%

Total Cargo (S/T): 219,994
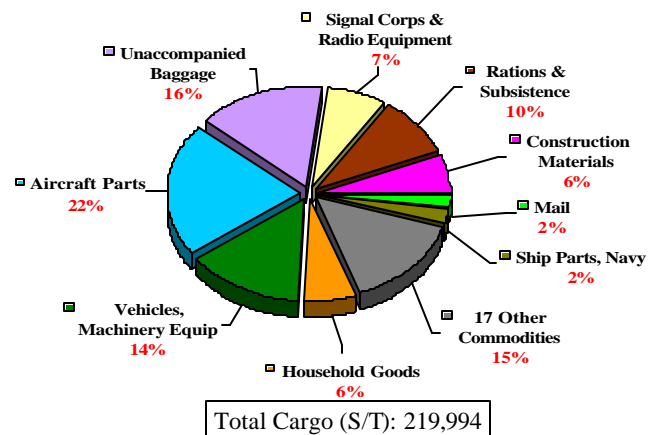
subsistence, and construction materials while vehicles, machinery and equipment, and mail declined by 19% and 41%, respectively.

AMC passenger data

Passenger totals displayed here do not include data for SAAM flights and other missions when an entire aircraft flight is chartered by a customer. Data for these missions is tracked by flying hour for organic flights and cost for commercial flights and does not include detailed information on the passengers that are actually moved during the mission.

Passengers move on AMC channels on three different types of missions. The largest type is "Patriot Express," formerly known as "Category B" or "CAT B." These flights use commercial passenger aircraft and in FY99 moved 256,399 passengers. The second largest type uses military aircraft and is known as "Category M" or "CAT M." In FY99 CAT M flights moved 66,172 passengers. The smallest type transports passengers on commercial aircraft that are part of the CAT B program, but the primary purpose of these flights is to transport cargo. Since the movement of passengers is an add-on to these cargo flights, they are commonly known as "combination" aircraft. In FY99 combination aircraft moved 12,591 passengers.

AMC Channel Passengers by Customer FY99

134,363
40%

23,534
7%

29,929
9%

- Navy
- Army
- Air Force
- Marines
- Other

106,209
32%

41,127
12%

Total Passengers: 335,162
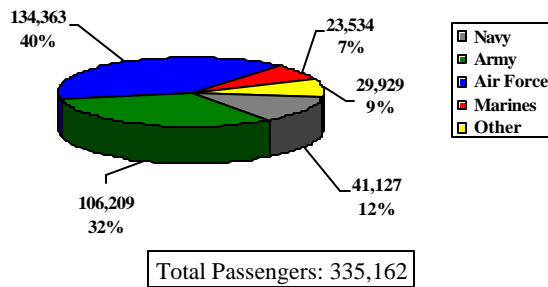
The total number of passengers moved on channel flights declined by 8% from 362,681 in FY98 to 335,162 in FY99. The largest declines were 15% for Navy passengers and 10% in Army passengers, but it is possible that some passengers were not directly billed to their military Service and were grouped into the "Other" category, which increased by 8% from FY98 to FY99.

AMC Patriot Express movement by Region FY99

USJFCOM — 15,375
USCENTCOM — 32,889
USEUCOM — 108,174
USPACOM — 96,219
USSOUTHCOM — 3,742

- Inbound (to CONUS)
- Outbound (from CONUS)

Total Passengers: 256,399
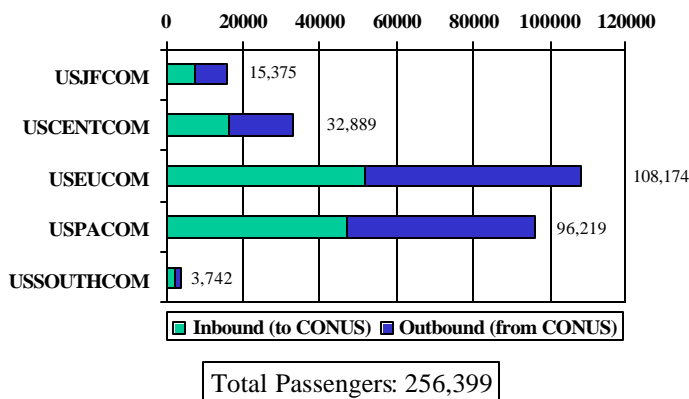
Regional movement data shown here only applies to the Patriot Express program. Annual data cannot be compared to FY98 movements, since FY98 data collection did not begin until December 1997 and missed the months of October and November.
Patriot Express flight data shown is that of CONUS-Out and CONUS-In channel travelers. It represents those travelers who flew from the U.S. to an overseas location or returned to the U.S. from an overseas location. For this group of Patriot Express travelers, CONUS-Out passenger represent 51% and CONUS-In passengers represent 49%.
The percentage of all channel airlift passengers traveling by organic airlift changed only slightly, from 19% in FY98 to 20% in FY99. USTRANSCOM's dependence on the commercial sector is highlighted by the fact that 80%

of channel passengers are transported by commercial airlift.

AMC Channel Passenger Organic vs. Commercial, by Customer FY99*

22,188
112,175
82,143
24,066
34,470
6,657
22,060
1,474
18,142
11,787

*Passenger totals displayed here include Patriot Express passengers, plus passengers moved on cargo (a.k.a. "combination") flights which are not part of the Patriot Express program

Air Force   Army   Navy   Marines   Other

- Organic
- Non-Organic (commercial)
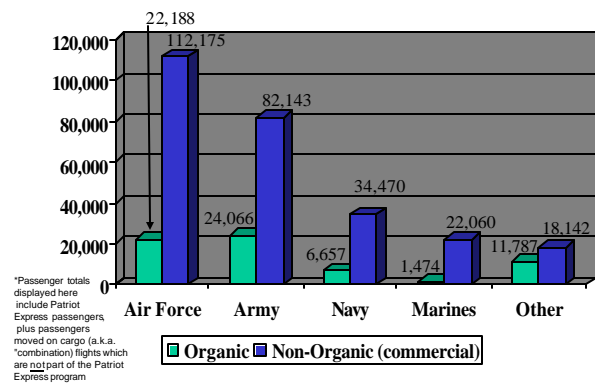
Service to the Marine Corps is most dependent on commercial flights, with 94% of passengers traveling on non-organic airlift, while the Army is least dependent with 77% of passengers traveling on non-organic airlift.

AMC performance data

There are two performance measures that may be applied to AMC cargo programs and two others for AMC passengers. Timeliness compared to Uniform Material Movement and Issue Priority System (UMMIPS) standards declined from 60% in FY98 to 50% in FY99 primarily due to Office of the Secretary of Defense reduction of time delivery standards. Number of pallets offered versus those used on outbound CONUS channel cargo missions improved by 3% from 92% to 95%, and on-time commercial missions likewise improved from 88% to 91%. Flight crew readiness remained steady at 95%.

AMC performance measures FY99/FY98

UMMIPS: 50% / 60%
Number of Pallets: 95% / 92%
On-Time Commercial Missions: 91% / 88%
Flight Crew Readiness: 95% / 95%

- FY 99
- FY 98
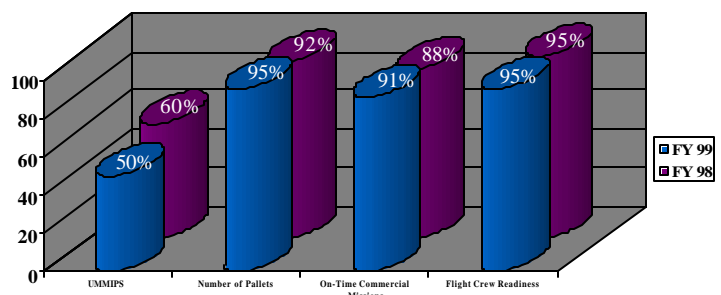
A full description of these performance measures is provided in Appendix A of this report.

Command Initiatives

Success or failure is often determined by a willingness "to take the initiative." The USTRANSCOM staff and Transportation Component Commands (TCCs) pursue a wide variety of initiatives to improve the Defense Transportation System (DTS). While many of these initiatives are modest in scope, they combine to have a revolutionary effect on the DTS and can be the determining factor for success in peace and war.

USTRANSCOM Staff Initiatives

With a system as complex as the DTS, our continuing challenge is to develop capabilities to meet customer requirements. The TCCs, Reserve components, and our commercial partners bring unique capabilities to USTRANSCOM, and each of the command's customers—the military Services, unified commanders in chief (CINCs), exchange and commissary systems, and other Department of Defense (DOD) and federal agencies—have their own requirements. USTRANSCOM's outreach is designed to bring all of these organizations together to formulate policy, and develop supporting doctrine and appropriate education and training programs.

Outreach

Strategic partnerships

USTRANSCOM continues to strengthen its outreach, targeting customers, commercial partners and other agencies. The USTRANSCOM Business Center (BC) is the cornerstone of our strategic partnerships. It implements best business practices in traffic management, using customer profiling, information as a corporate asset, and our business planning prototype. In FY99, the BC sponsored Customer Day and the Customer Council of Colonels/Captains, providing face-to-face discussion of long-range policy issues between senior leaders from the TCCs and our customers. Additionally, BC customer support representatives provided day-to-day contact for each strategic customer to ensure quality support of their requirements. The BC also serves as the DTS conduit to commercial industry through the National Defense Transportation Association Business Practices Committee and industry visits.

A C-141 Starlifter from McChord Air Force Base, Wash., is loaded with cargo at Aviano Air Base, Italy, in support of NATO Operation Allied Force. Photo by: Senior Airman Scott A. Nichols

USTRANSCOM's outreach to industry also includes the Munitions Carriers Readiness Program, which provides assured access to commercial munitions carriers in peace and war. The concept was developed in a joint working group consisting of USTRANSCOM, the Military Traffic Management Command (MTMC), Army Industrial Operations Command, Naval Ordnance Center and commercial industry. In the process, 30 readiness issues were identified and assigned for further research. In September 1999 the joint planning advisory board began developing four working groups: rail, truck, container and strategy.

Doctrine, education and training

The Joint Deployment Training Center (JDTC) provides critical outreach to organizations and individuals across the Department of Defense (DOD) by coordinating and integrating joint deployment doctrine, education, and training. In FY99, the JDTC formed the primary writing team for Joint Publication 4.01.5 "Joint Tactics, Techniques and Procedures for Terminal Operations," the first draft of which is out for staffing throughout DOD. The

JDTC continued to provide direct support to the Chief of Staff, United States Army (CSA) Working Group in developing the CSA White Paper that will serve as a "road map" to improve Army force projection. JDTC also provided seminars and courseware for a wide variety of DOD schools, including the U.S. Army Command and General Staff College, Army Battle Command Training Program, Command and General Staff Officers' Course, School for Advanced Military Studies, Armed Forces Staff College, and the National Defense University.

JDTC's mobile training and distance learning programs are an essential part of customer outreach. JDTC integrated the Joint Operation Planning and Execution System (JOPES) Training Organization into its programs, conducting its first class in July 1999. A JDTC Mobile Training Team provides the Army's Logistics Management College with training on the Joint Deployment Process for the Joint Course on Logistics. Moreover, JDTC built extensive Internet web pages with deployment links, glossary, library, and on-line instruction and has

produced and distributed more than 2000 compact disks for computer-based distance learning.

The JDTC ensures that DOD tests its transportation capabilities. In FY99, the JDTC developed training, business process rules, and exercise concepts to evaluate the impact of the Transportation Coordinator's Automated Information for Movement System II (TC-AIMS II) and Joint Force Requirements Generator (JFRG). They are also using collaborative planning tools to meet the 72-hour Time-Phased Force and Deployment Data (TPFDD) standard for DOD to be tested in exercise Millennium Challenge. Additionally, JDTC worked closely with the Center for Strategic Leadership to plan and execute the Strategic Crisis Exercise. JDTC delivered instruction as part of selected exercises to include Positive Response Y2K and partnered with the U.S. Joint Forces Command Deployable Training Team to deliver academic instruction to the U.S. European Command. Finally, JDTC is now a member of the Joint Warfighting Center's Exercise Training Team.

Transportation law

USTRANSCOM's outreach programs occasionally produce combined positions with the military Services and DTS customers for recommended legislative changes. The FY99 DOD Authorization Act (Public Law 105-261) included several USTRANSCOM legislative initiatives that were passed into law such as:

> A command initiative to correct a readiness problem in the activation of vessel war risk insurance. The previous process required Presidential consultation prior to activation that required several weeks of staff work to accomplish. Amendment to section 1285(b) of title 46, United States Code now ensures that vessel war risk insurance is available on a timely basis by permitting DOD and the Department of Transportation to enter into an agreement countersigned by the President or the President's designee authorizing the issuance of insurance without consulting the President.

> A one-year extension to the Defense Production Act was enacted to continue the authority to prioritize and allocate resources to DOD contracts.

> Prior to 1999, Reservists required to travel for Inactive Duty Training (non-reimbursable expense) did not have the opportunity to use the General Services Administration (GSA) City Pairs contract with USTRANSCOM's Civil Reserve Air Fleet carriers. USTRANSCOM drafted legislation making commercial air travel with Federal Supply Schedule rates (GSA City Pairs contract) available to Reservists performing Inactive Duty Training, subsequently enacted into law in the FY99 DOD Authorization Act.

> USTRANSCOM assisted in drafting legislation that passed in the FY99 DOD Authorization Act to change the Do-It-Yourself move program that made it more customer friendly for military personnel by removing unnecessary administrative procedures.

USTRANSCOM also continually deals with international law issues regarding the sovereign nature of military aircraft. In the past, our Office of Chief Counsel and Air Mobility Command's (AMC's) Staff Judge Advocate have vigorously opposed attempts by nations to impose landing and navigation fees or to conduct customs and agri-cultural inspections on AMC aircraft. These actions violate the sovereignty of the aircraft and must be resisted by aircraft commanders. Recently, a U.S. embassy attempted to require disclosure of the nature and number of Security Forces' weapons to a foreign nation. Such disclosure to a foreign nation violate the sovereign immunity of U.S. military aircraft. By working through the Joint Staff Legal Advisor's Office, USTRANSCOM successfully prompted the Office of the Secretary of Defense (OSD) to adopt a non-disclosure policy. OSD is now engaged with the Department of State to formulate a common, comprehensive policy on this issue.

Protection

During its global operations, DTS transportation assets and information systems are exposed to a wide variety of potential threats. USTRANSCOM has developed award-winning organizations to minimize and counter these threats.

Personnel and equipment

The USTRANSCOM Joint Intelligence Center for Transportation (JICTRANS) was awarded the National Intelligence Meritorious

Unit Citation in late FY98, and its pioneering efforts continue. In FY99 the Defense Intelligence Producers Council delegated responsibility for intelligence production on major seaports of the world to JICTRANS. This action recognizes JICTRANS as a quality intelligence production organization, validates the vital role played by USTRANSCOM in national strategy, and highlights the importance of satisfying our key intelligence requirements.

In tandem with JICTRANS and the TCCs, our Force Protection office has established an Antiterrorism/ Force Protection (AT/FP) program that has made deployed USTRANSCOM units harder targets for terrorists. In FY99, this program was refined by adding snapshot assessments of AT/FP readiness and deficiencies. USTRANSCOM is now able to focus efforts in a systematic manner on obtaining funding or gaining the support of military Service, geographic CINC, or congressional leadership to address high priority deficiencies.

Information Systems

Our use of information systems is as far-reaching as our transportation mission, and

can be vulnerable to our nation's enemies and computer hackers. The National Security Agency honored USTRANSCOM's Information Security office as the best in the DOD in 1997, and its exceptional efforts continue. In FY99 USTRANSCOM started deploying security personnel, purchased additional security mechanisms, and established new policies that will provide real-time visibility of networks and systems worldwide. It will provide a proactive capability to thwart attacks with the latest hardware, software and information assurance procedures on a 24 hour/day basis, and pass incident detection and related information as required by the Joint Task Force—Computer Network Defense.

While some people seek to "bug" us, some bugs are built into information systems: the Year 2000 (Y2K) software problem was a major effort for USTRANSCOM.

Comprehensive testing of 21 critical systems included the Analysis of Mobility Platform (AMP), Events LogBook, Global Command and Control System (GCCS), Microsoft Office 2000 and Joint Flow and Analysis System for

Transportation (JFAST) programs, as well as workstation software compliance. USTRANSCOM executed a series of three Y2K Operational Evaluations (OPEVALs). The goal of these exercise-like evaluations was to rigorously test all 21 systems in an actual Y2K environment. To ensure that the operational command and control (C2) systems were not jeopardized as a result of the OPEVALs, a parallel, identical replica of the operational DTS C2 system was constructed. This parallel system connected 12 organizations and spanned 11 sites nationwide. Once established, over 200 personnel in the operations, technical, intelligence, and medical functional areas proceeded to systematically execute the key processes performed during a Major Theater War. Each test included a baseline (present-day) segment after which the system clocks throughout the entire network were "rolled" into a Y2K (Dec. 31, 1999 - Jan. 1, 2000) and Leap Year (Feb. 28 - March 1) environment. The result—absolute success!

Some combinations of software and hardware create their own problems, so management of our "system of systems" also includes

testing for interoperability, interconnectivity and maintenance support prior to use on the USTRANSCOM Local Area Networks (LANs). Over 50 products were checked in FY99, including applications for estimating costs, tracking shipping invoices, automated payments, wireless LAN connections, palm pilot and sublaptop computers. Upgrades and service packs for current software were also tested and fielded to ensure that the LAN has the most current software releases available.

Information system upgrades

The Global Transportation Network (GTN) is USTRANSCOM's premier "system of systems." It currently gets its data from 21 government information systems, plus 26 commercial carriers. GTN provides data to eight government information systems and provides customers anywhere in the world a seamless, near-real-time capability to access—and employ transportation and deployment information. The resulting information is provided to the National Command Authorities, CINCs, and other customers to support transportation planning and decisionmaking during

peace and war. In keeping with modern technology, GTN is Internet accessible.

The pace of new GTN functionality accelerated in FY99 with over 80 system enhancements, including:

> Our new Distance Learning Tool (DLT) allows GTN users to train at their own pace, on their own computers.

> The ability to save requests for information (also known as "queries") from GTN, schedule them to run automatically, and have the results mailed to up to 50 e-mail addresses. Also, results can now be customized to provide information needed in the format users require.

> Integration with the Events LogBook (ELB) system, including the ability for GTN to view the ELB users preferred network whenever the user wants to run a query. For customized presentation, the user can sort, hide, rearrange, rename and freeze columns in a query result output. The user can also e-mail the output results as a Hypertext Markup Language (HTML) attachment.

> An increase in visibility of commercial carrier move-

ments to over 72% of DOD traffic.

> Three new interfaces: the Global Air Transportation Execution System (GATES), Munitions Tracking Management System (MTMS), and Logistics Automated Information System (LOGAIS).

> A movement request page which provides on-line capability to initiate commercial transportation arrangements for groups of 20 passengers or more from any military Service installation/base/post via a link to the Groups Operational Passenger System (GOPAX).

> Command and control (C2) reports with predetermined sets of data fields enable users to press a single button and enter minimal qualifiers to receive the desired information. This capability was successfully used during Desert Fox operations.

We have received numerous user compliments regarding GTN's new functionality and observed steady growth in user accounts of approximately 80 users per month since January 1999.

Another system upgrade with worldwide impact is the Transportation Common

Operating Picture (Trans COP). Trans COP will provide Global Command and Control System (GCCS) operators with a single geographical display of all transportation assets throughout the world to enhance situational awareness and decisionmaking. In FY99 this initiative added displays for both AMC organic and Civil Reserve Air Fleet (CRAF) assets, in addition to the "drill-down" capability for transportation data on Military Sealift Command (MSC) assets.

The USTRANSCOM Joint Mobility Control Group (JMCG) is the focal point for optimizing DTS operational support for DOD and unified commanders. JMCG uses Events LogBook (ELB) to manage time-critical data that flows through command centers. In FY99 Logbook was enhanced to provide a message import, data search, spell check and monitoring capability all in a more user-friendly format. Planned enhancements include integration with e-mail systems, and advanced data search functions and checklist capabilities.

Process Improvements

Technology is an important part of how we do business, but it is only a tool. The way we do business—our processes—must be studied and changed as appropriate to meet present and future customer requirements. Whether the appropriate tool to meet these needs is information technology, a reorganization, or changes in doctrine and training, USTRANSCOM is constantly searching for "a better way" to execute its mission.

Information system analysis

Our Joint Transportation Corporate Information Management Center (JTCC) ensures that we use the tools of technology wisely instead of blindly applying technology without regard to customer needs or interoperability with other systems. JTCC supported several studies in FY99:

> Transportation Analysis, Modeling, and Simulation (TAMS). TAMS is an effort to develop an end-to-end transportation modeling and simulation capability. JTCC evaluated systems in three functional categories: transportation feasibility, programmatic analysis, and

Dolly Prada, Transportation Intern and Sarah Monroe, 597th Transportation Assistant, receive assistance from International Longshoreman in documenting the loadout at the Morehead City State Port.

wargaming. Twenty-five systems were reviewed, with recommendations to capture and migrate their functions into 10 successor systems.

> Transportation Discrepancy Reporting (TDR). JTCC completed initial procedural changes to the Defense Transportation Regulation (DTR) with follow-on changes planned near term. The procedural changes included increasing the TDR threshold from $100 to $500 in property damage value to recognize the cost of claims processing. Claims of less than $500 in property damage will be settled locally. Placement of TDR on the Internet is being implemented DOD-wide and organizational and staffing realignments are planned with anticipated annual savings of $4 - $7 million.

> Transportation Coordinator's Automated Information for Movement System II (TC-AIMS II), Automated Air Load Planning System (AALPS), and Integrated Computerized Deployment System (ICODES) platform integration: JTCC continues to assist the joint community with the conversion of TC-AIMS II, AALPS and ICODES to a Windows NT operating system which will allow all three systems to operate from the same hardware platform, with compatibility testing to be completed by FY01.

> Single Mobility System (SMS)—Air Increment: JTCC analyzed the first phase of SMS development—the air portion—and identified a potential budgetary reduction of $31.6 million for DOD. A final report was delivered to the SMS Project Management Office in March 1999 on time and within the cost estimate.

> USTRANSCOM DTS Enterprise Architecture (EA) - Operational Architecture: DTS EA will help define requirements for new transportation information systems and measure the performance of existing and planned systems. JTCC developed the Operational Architecture, a document to support decisionmakers in resolving programmatic issues and eliminate or reduce duplicate functionality among systems.

> Defense Transportation Systems Joint Reference Tables: JTCC established a process to actively manage duplicate reference tables among DTS systems. No process previously existed. In FY99, approximately 23 transportation and non-transportation systems were included in the initial examination, which involved management of 160 of 240 known-duplicate tables.

> Advance Shipping Notice (ASN): ASN will accurately predict the weight and cube of cargo that will arrive at CONUS aerial ports within 48 to 96 hours of the projection. This capability will allow AMC's Tanker Airlift Control Center (TACC) to assign airlift based upon when cargo will arrive rather than waiting for cargo backlogs to build at the aerial port before final airlift scheduling processes are initiated. In FY99, the ASN Team coordinated with the Army, Air Force, Defense Logistics Agency and commercial truck carriers and associations to develop validation tests. Once JTCC demonstrates that the ASN prediction concept is viable, USTRANSCOM intends to broaden its scope in a systematic process to cover all origins, destinations, ports and types of cargo movement requirements.

Functional process improvement

JTCC also conducts Functional Process Improvement (FPI) studies to find "a better way" and field it in the form of doctrine, regulations, and training. In FY99, JTCC worked with the Joint Staff/J4 and United States Joint Forces Command (USJFCOM) to improve joint deployment operations such as unit-level deployment/redeployment and Joint Reception, Staging, Onward Movement and Integration (JRSOI). The baseline data and documentation done by JTCC formed the basis for the Joint Deployment Operational Architecture (JDOA).

The unit-level FPI provided information to the Joint Deployment Training Center (JDTC), Defense Logistics Agency, the Army's Combined Arms Support Command (CASCOM), and Joint Staff J3 and J4 for joint publications

development. This work was used for input to Joint Publication (JP) 3-0 "Doctrine for Joint Operations," JP 3-07.5 "Joint Tactics, Techniques, and Procedures for Noncombatant Evacuation Operations," and JP 3-35 "Joint Deployment and Redeployment Operations." It was also used for JP 4-01.4 "Joint Theater Distribution," JP 4-01.8 "Joint Tactics, Techniques, and Procedures for Joint Reception, Staging, Onward Movement, and Integration," JP 4-07 "Joint Tactics, Techniques, and Procedures for Common User Logistics During Joint Operations," JP 4-09 "Joint Doctrine for Global Distribution" and Chairman of the Joint Chiefs of Staff Instruction 3020.01 "Managing, Integrating, and Using Joint Deployment Information Systems." Additionally, the unit-level FPI provided data for development of course materials covering the joint and Service deployment/ redeployment and RSOI processes to Army, Navy, and Marine Corps schools. The Joint Deployment Distribution Process Improvement Initiative (JDDPI), the Force Projection Working Group (FPWG), and GCCS requirements groups

received baseline information, updated recommendations, and suggested improvement areas.

JTCC also supported geographic CINCs by completing a Theater Distribution Analysis Report for the United States European Command (USEUCOM) and a similar report for the U.S. Pacific Command (USPACOM), and is currently conducting a review for the U.S. Central Command (USCENTCOM). The Theater Distribution effort is linked to the Office of the Secretary of Defense (OSD) Joint Logistics Warfighting Initiative. The first linked initiative included JTCC development of process maps and narratives for the "as-is" USCENTCOM theater distribution processes. Overlaying the results from the three major geographic warfighting CINC processes will provide a template for analytical modeling and development of standard global theater distribution processes; the results will be imbedded in JP 4-09 "Joint Doctrine for Global Distribution."

Mobility Systems Upgrades

During FY99, USTRANSCOM and the TCCs played an active role in the DOD

Mobility Requirements Study 2005 (MRS 05) process. This study will lay the future foundation for our strategic mobility system for the year 2005 and will influence budget submissions for fiscal years 2002-2007. Using advanced modeling techiques inherent in the Analysis of Mobility Platform (AMP), the USTRANSCOM team provided source-to-destination mobility analysis at a high level of fidelity. This effort marked the first time a study of this magnitude had been modeled and analyzed in such depth. Our goal for MRS 05 was funding of infrastructure to allow us to support the full scope of operations of the warfighting CINCs. The MRS 05 will be complete in September 2000.

We continued our partnerships with USEUCOM and USPACOM to solidify en route basing strategies. European en route efforts centered on synchronizing North Atlantic Treaty Organization (NATO) strategic airlift requirements with our European en route basing strategy and funding for infrastructure improvements.

Aviano Air Base, Italy (AFPN) -- Personnel from the 31st Air Expeditionary Wing prepare to off-load cargo from a C-5 Galaxy. Personnel assigned to the 31st AEW are deployed in support of NATO's Operation Allied Force. Photo by Tech. Sgt. James Green

In June 1999 USTRANSCOM and USPACOM created a Pacific En route Infrastructure Steering Committee to oversee and guide Pacific en route basing strategy and funding.

We also established a Joint Petroleum Office (JPO) in early 1999 due to the close tie between en route infrastructure and adequate fuel storage and supply capability at our en route bases. The USTRANSCOM JPO interfaces with other DOD fuels personnel/agencies to ensure constant worldwide fuel support for our mobility operations. In addition, the JPO monitors fuel system planning and funding to ensure that DTS fuel requirements will be supported into the next century.

The Military Traffic Management Command unloads a M978 HEMTT. The equipment is part of a task force of material brought to Rijeka, Croatia, for 1st Cavalry Division peacekeeping troops bound for Bosnia. MTMC unloaded the USNS Antares Feb. 28-March 1, 1999.

Military Traffic Management Command Initiatives

During FY99 the Military Traffic Management Command (MTMC) continued to improve its operations through internal reorganization, outreach to customers and industry, as well as process improvements and upgrades of systems and infrastructure.

Worldwide Port Operations

MTMC serves as the Department of Defense's (DOD's) single port manager, and maintains a presence at 26 water ports throughout the world, including two containerized ammunition ports.

MTMC moves approximately 11.4 million measurement tons of cargo annually.

Internal reorganization

MTMC started FY99 with the creation of the Deployment Support Command (DSC) by consolidating the Eastern and Western Area Commands. Since then, it has streamlined the command and control structure to manage all MTMC water port facilities in North and South America.

The one-year anniversary of the DSC coincided with the

Equipment belonging to the 1st Infantry Division is received, staged and prepared for onward movement by the Military Traffic Management Command in Thessaloniki, Greece, June 30-July 1, 1999.

closure of the ports at Oakland, Calif., and Bayonne, N.J., on September 30, 1999. The bases were closed as a result of the Base Realignment and Closure (BRAC) actions and had served as the home for the Western and Eastern Area Commands until the formation of DSC.

Another major reorganization within the Continental United States (CONUS) started on October 1, 1999, with the transfer of responsibility for port operations at Naval Weapons Station, Concord, Calif., from the Navy to MTMC. Concord will support movement of munitions off the West Coast in support of contingency requirements in the Pacific. In partnership with the Navy, MTMC will

assume responsibility for operating and maintaining the 7,000 acre Tidal Area while the Navy retains ownership of the installation's 13,000 acres.

Outside CONUS, the 955th Transportation Company in Balboa, Panama transferred operations to Puerto Rico as part of the Panama Canal treaty requiring American forces to depart by the end of 1999.

Customer outreach

In FY99 MTMC's presence was truly global, with participation in 46 loading operations and five exercises. Including contracted stevedore labor and augmentation from the Reserve components, MTMC maintained the capability to support customers on-site in water

port operations at any established port around the globe. Additionally, MTMC continued to maintain teams of highly trained professionals to quickly establish port operations in austere locations, wherever and whenever needed.

MTMC's worldwide support expanded during FY99 to include extensive operations in the port of Rijeka, Croatia for Bosnia-bound equipment. Use of this port saved two weeks over a previous shipping route and shortened the distance that helicopters traveled to Bosnia.

Worldwide Cargo Movement

As the leader in global traffic management, MTMC directs the acquisition of all modes of surface transportation services (rail, truck, pipeline, ocean liner) to support the timely movement of DOD cargo.

Industry outreach

The Joint Traffic Management Office (JTMO) was created to develop transportation and logistics options for DOD customers. In FY99, JTMO created a Process Improvement Team to make transportation processes more efficient and responsive to customers.

The team improved access to commercial industry by expanding our Guaranteed Traffic Agreements.

MTMC also continued to implement the Optimum Benefit Negotiations Program, which considers commercial carriers' past performance, technical aptitude, and cost competitiveness. The intention is to use commercial practices to procure the best possible transportation services with minimum risk, and at a competitive cost. In FY99, solicitations were developed and several awards were made.

MTMC was actively involved in negotiating the Voluntary Intermodal Sealift Agreement (VISA) and in developing a second version of the Universal Service Contract (USC). The second version combines major international DTS contracts into one umbrella contract.

Finally, the Intermodal Equipment and Services Program supports the DTS through use of equipment lease and purchase programs. In FY99, MTMC's Master Lease Contract Agreement and stand-alone agreements resulted in delivery of assets (i.e. chassis, containers, etc.) for 206

Working into the evening, the Cape Ducato completes loading and prepares to sail from Wilmington State Port, N.C.

different requests. Through the program, specialty equipment not normally available through commercial lease, was obtained for six major programs.

Passenger and Personal Property Movements

The people who protect our nation deserve the highest standard of care and efficiency when they move, including prompt shipment and safe storage of their personal property. MTMC is the executive agent for DOD's surface passenger and personal property shipment and storage program, and initiated several pilot programs to improve quality of life for Service men and women.

Process improvements

After one year, MTMC's Global Privately Owned

Vehicle contract has resulted in higher on-time delivery rates and less damage to vehicles. The contract uses a single commercial contractor worldwide for the movement of vehicles from origin to destination. In previous methods, a vehicle could change hands up to nine times during the shipment process. Benefits to the Servicemember include more convenient drop off locations, faster processing, and on-site claims processing for minor damage. Currently, there are 33 Vehicle Processing centers. Approximately 75,000 vehicles were moved in FY99. Since implementation of the new contract, 98% of all vehicles arrived on or before the required delivery date.

More than 8,500 shipments were processed under the MTMC Personal Property Pilot program, which started

in January 1999. The program includes 50 percent of the eligible outbound shipments from North Carolina, South Carolina and Florida. Key elements of the program include better liability coverage and a toll free phone number so Servicemembers have the ability to track their own shipments as they move from place to place. Initial indications show the pilot program is working well. Contractors are pleased with the benefits of direct communication with Servicemembers and electronic communication via the Pilot Transportation Operational Personal Property Standard System (PTOPS).

Robert Tilson scans railroad loading equipment. MTMC unloaded the USNS Antares in Rijeka, Croatia, February 1999.

System upgrades

MTMC's FY99 system upgrades included testing of PTOPS modules, the Electronic Data Access Government Bill of Lading, and ensuring Y2K compliance.

MTMC continues to advance the Transportation Operational Personal Property Standard System (TOPS), a joint Service DOD project to automate and standardize personal property shipment and storage management functions at Personal Property Shipping Offices worldwide. TOPS is both an electronic communications system and a comprehensive set of shipment management procedures, and has established worldwide communications 24 hours a day. MTMC is finalizing current generation software and incorporating commercial and advanced Electronic Data Interchange standards.

MTMC also incorporated the Defense Table of Official Distances (DTOD), which serves as the single source for vehicular land distance information for travel, to calculate payments for personal property and freight movements throughout DOD. DTOD was also

made available to DOD users through the Internet and a computer compact disk read only memory (CD-ROM) package.

Data for managers of ocean port cargo operations was improved with fielding of the Worldwide Port System (WPS) at 77 Army and Navy sites around the world. During FY99, MTMC implemented Y2K compliant versions of the WPS Terminal at all sites worldwide.

Another major FY99 upgrade came with distribution of software for MTMC's Electronic Transportation Acquisition suite. The web-based system makes it easier to access freight management information and includes applications for on-line costing and ranking, sealed bid negotiations, and on-line processing. Currently, MTMC is tightening security for the system. A FY00 initiative will replace user identification and passwords with digital certificates. An Electronic Commerce (E-Commerce) Network is being developed for commercial customers, which will allow faster access to the MTMC systems by providing a direct Internet route.

MTMC is experimenting with advanced technology,

including plans for using Automatic Identification Technology (AIT). AIT supports unit deployments, redeployments and ammunition shipments by capturing information electronically. MTMC is already using Radio Frequency Identification (RFI) technology to quickly communicate data and track shipments for deploying units. In FY99, RFI was implemented at 11 strategic water ports.

In addition, MTMC is developing a Deployable Port Operations Center (DPOC) and Mobile Port Operations Center (MPOC). These centers will provide commanders with the facilities and communications necessary to operate ports where little or no infrastructure exists. This year a limited prototype mobile port operation center was used in Durres, Albania to support the flow of humanitarian supplies for Kosovo refugees.

Rail and truck may be old modes of transportation but MTMC is applying innovations to this area by using the CONUS Freight Management (CFM) System to automate freight rating, routing, and movements within CONUS and Canada. More than 3,000 transportation officers and freight clerks at more than 800 transportation offices, including Canada, use CFM. As the central repository for carrier rates and shipper bills of lading information, CFM integrates with other systems, such as GTN and the Defense Transportation Tracking System. During FY99, MTMC continued to migrate CFM to the Worldwide Web, changed to using commercial bills of lading instead of government bills of lading, and continued integrating with PowerTrack, a third party payment system.

For ocean transportation, MTMC is implementing Integrated Computerized Deployment System (ICODES) to enable vessel load planners to develop a ship stow plan in one hour instead of the 12 hours required with non-automated systems. During FY99, ICODES was fielded to support several operations and humanitarian relief efforts. ICODES was used in Jacksonville, Fla., Morehead City, N.C., Concord, Calif., and Pusan and Pohang, Korea.

Deployability Engineering

The MTMC Transportation Engineering Agency (TEA) provides DOD with the technical and analytical expertise to improve the deployability of U.S. armed forces.

Force projection analysis

TEA develops, uses and fields state-of-the-art modeling and simulation tools,

A container of mail is unloaded in Durres, Albania, in June 1999 for Germany-based U.S. Army troops. The initial supply route maintained by the MTMC ran from Brindisi, Italy, to Durres and included small Army vessels and leased Italian ferry boats.

including the Transportability Analysis Reports Generator (TARGET), Transportation System Capability (TRANSCAP), Port Simulation Model (PORTSIM), and Enhanced Logistics Intratheater Support Tool (ELIST). These tools are part of the

MTMC workers direct the loading of a Croation railroad car in Rijeka, Croatia. The container was unloaded Feb. 3, 1999, from the USNS Antares following a voyage from Beaumont, Texas.

Force Projection Modeling Suite, which provides the ability to perform transportation analysis from a source installation to destination. This information technology can provide a critical "edge" for USTRANSCOM to provide rapid global transportation in peace and war.

TEA contributed to this "edge" in FY99 by completing more than 20 studies on transportability of emerging equipment and deployability of U.S. forces, including the ongoing Mobility Requirements Study 2005 (MRS 05), the Army After Next and Transformation Strategy, and the Army Science Board Summer Study on Enabling Strategic Maneuver. TEA also contributed to deployment-oriented studies, programs, and initiatives for the unified CINCs. It provided on-site support to Operation Allied Force and Combined Operations analysis for North Atlantic Treaty Organization's (NATO) Consultation, Command and Control Agency. By analyzing NATO requirements, TEA was able to consider Allied movement efforts with our own forces.

TEA participated in FY99 Warfighter Deployment Programs (WARDEPs) by providing technical advice on subjects ranging from rail loading to preparations for convoy movements. TEA's on-site participation in Sea Emergency Deployment Readiness Exercises (SEDREs) enabled them to not only provide guidance to the deploying and supporting forces, but gather empirical and process data needed to refine its advanced infrastructure and modeling initiatives (e.g., TRANSCAP,

PORTSIM, etc.) Additionally, TEA participated in the Defense Advanced Research Projects Agency's Advanced Logistics Project (ALP) initiative. By integrating such tools as PORTSIM and TRANSCAP, ALP will allow many organizations to work together and quickly develop detailed logistics support plans.

TEA has aggressively worked toward development of the Intelligent Road and Rail Information System (IRRIS), a prototype Web-based Geographic Information System (GIS) application to enhance planning at the deploying unit level by providing real-time data feeds on congestion, road construction, and weather along deployment corridors. TEA is also developing a GIS-based web page to provide access to its GIS databases via the Internet.

In FY99 TEA completed infrastructure-based flow analyses for ports in the U.S., Southwest Asia, the Pacific Rim, Pearl Harbor and the North Sea. It supported the geographic CINCs by developing full country GIS infrastructure networks for Egypt, Tunisia, Macedonia, Albania, Hungary, and Italy, for use in ELIST. In CONUS, TEA

completed 14 traffic-engineering studies to improve installation transportation networks and safety on installation roadways.

Infrastructure upgrades

The Railroads for National Defense (RND) Program ensures that civilian railroad lines needed to support DOD-related rail movements are maintained to defense readiness standards. TEA analyzed the 17 DOD Power Projection Platforms to determine if problems existed on their access tracks and took corrective action when required.

TEA assists in ensuring that public highways can support mobilization and deployment requirements. During FY99, TEA initiated improvements on military installations in Virginia, Texas, and Georgia. The Defense Access Road (DAR) program helps DOD pay for improvements to public highways that lead to defense installations. In FY99, TEA's engineers provided managerial oversight of DAR funds for nine major installations and authorized funds to ensure the roads serving Intercontinental Ballistic Missile Sites are adequate for year-round access.

TEA continued its important task of certifying that heavy tracked vehicles at Power Projection Platform installations could deploy to ports if rail service was disrupted. TEA developed a computer model that uses National Bridge Inventory data to determine the ability of bridges along the strategically important routes to accommodate Heavy Equipment Transporters (HETs).

TEA continues to evaluate the compatibility of military equipment with required transport craft. Use of high fidelity aircraft models enables engineers and equipment designers to quickly determine whether questionable loads can fit into aircraft. TEA's Virtual Proving Ground for Transportability produced savings by improving the design and testing of weapons systems such as the Crusader howitzer and the Comanche and Blackhawk helicopters. TEA also provided operational design input to the Navy during construction and testing of three Large, Medium Speed Roll-On/Roll-Off (LMSR) ships.

During FY99, TEA also revised several publications and developed a new publication: MTMCTEA Pamphlet 55-24, Vehicle

Preparation for Transport on Fixed Wing Cargo Aircraft. These actions assure that systems, equipment, and munitions are designed, engineered, constructed, and fielded for efficient movement.

DOD Travel Reengineering

The Defense Travel System is an initiative which, when fully developed and fielded, will enable DOD to request temporary duty orders, obtain authorization, book travel arrangements, and file claims from their desktop computers.

The DTS uses best industry practices, electronic commerce and commercial off-the-shelf products. This saves money and effort for both the government and the traveler.

The DTS is a system of firsts, some of these include:

< The first DOD-wide use of the standard DOD Digital Signature/Public Key Infrastructure (PKI). This will allow a process that is "paperless" to nonetheless have the equivalent of a written signature on travel requests and claims.

< The first standard DOD-wide business system to use Electronic Data Interchange (EDI) as a means to link with accounting and disbursing systems.

< The first system to use total electronic record management on a DOD-wide basis.

Testing has shown that the major components of the DTS work together to produce the desired results. Additional testing is necessary to ensure the system meets the needs of DOD travelers, managers, and process owners.

System testing will continue during FY00, with Initial Operational Capability (IOC) to occur in the third quarter. The system will be deployed DOD-wide by the end of December 2002.

Current initiatives also include maximizing the use of the Government Travel Charge Card and direct reimbursment to the travel charge card company on the travelers' behalf. Future efforts to reengineer travel will focus on relocation and Reserve Component travel.

For information, travelers can access the Travel Systems World Wide Web site - http://www.dtic.mil/trav-elink. The site contains information on numerous Defense Travel System topics.

MTMC's web site contains background information and current status on many of these initiatives. For more information, please consult the list of References, Sources & Web Sites in the back of this report.

Tanks destined for Kosovo peacekeeping operations are loaded aboard USNS Soderman in late June 1999 in Bremerhaven, Germany.

Military Sealift Command Initiatives

At any given time, the Military Sealift Command (MSC) fleet contains about 115 active ships—28 belong to the Naval Fleet Auxiliary Force Program, 27 to the Special Mission Program, 35 to the Prepositioning Program and about 25 to the Sealift Program. Only ships in the Sealift Program and the Prepositioning Program (after they have discharged their prepositioning cargo and are released to the common-user fleet) are under USTRANSCOM's command. The others have federal government and Navy-specific missions not related to USTRANSCOM. In addition, MSC has access to a fleet of approximately 90 ships called the Ready Reserve Force (RRF), which is maintained in a reduced operating status by the U.S. Maritime Administration (MARAD). These ships are activated as needed.

Sealift Program

The Sealift Program is meeting the challenges of fiscal constraints with proactive planning and creative partnerships with customers. In FY99, MSC cargo ships delivered more than 1.6 million measurement tons of cargo and 6.2 million long tons of petroleum in support of U.S. forces worldwide. MSC planners continued to take advantage of the immense carrying capacity of Large, Medium Speed Roll-On/Roll-Off (LMSR) ships for both humanitarian operations such as hurricane relief to Central America and the military contingencies in Bosnia and Kosovo.

Part of Sealift Program readiness is to respond—or

"surge"—with extra ships in a crisis. For surge sealift, MSC first looks to the U.S. commercial market to charter ships as mandated by law. If suitable U.S.-flagged ships are unavailable, government-owned Fast Sealift Ships or RRF ships are activated.

Ready Reserve Force (RRF)

MSC works closely with MARAD to support improvements to the RRF, an essential part of our nation's surge sealift capability. Expanding the capacity of four Roll-On/Roll-Off (RO/RO) ships will add more than 200,000 square feet of sealift to the RRF. The second of four scheduled conversions was completed in FY99, and two more ships are scheduled for conversion by 2001.

In addition to expansion projects, MSC plans to modify the four Lighter Aboard Ship (LASH) vessels in the RRF. These ships currently carry only LASH barges, but the ability to carry 20-foot containers in place of the barges will add versatility and help meet DOD ammunition requirements. FY99 saw the initial planning and engineering studies to convert the vessels to a new class of ships, the "Cape F."

USNS Sisler sits at the pier in Antwerp, Belgium, where she loaded Army prepositioning equipment destined for Diego Garcia and hosted a reception in honor of Belgium's support of MSC ships.

MARAD expects to put the first Cape F modification on contract in early FY00.

Prepositioning Program

MSC manages prepositioning ships that are placed in strategic areas around the world. They are loaded with equipment to sustain Army, Navy, Marine Corps, Air Force and Defense Logistics Agency operations. When these ships deliver their equipment ashore, operational control may be transferred to add their capacity to the common-user pool under USTRANSCOM.

FY99 saw the delivery of three new LMSRs into prepositioning service: United States Naval Ship (USNS) Dahl, Sisler and Bob Hope. These ships were built under the new construction design requirements and join the USNS Watson. Each of these new vessels is capable of carrying more than 385,000 square feet of cargo on six cargo decks and provides RO/RO capability via slewing stern ramps and moveable ramps that service side ports. They will be used for Army prepositioning or surge sealift.

MSC also renamed and put into service Motor Vessel (MV) Maj. Bernard F. Fisher, a prepositioning container ship that uses "cocooning" technology to add 45 percent more cargo capacity in large, environmentally controlled weather-deck spaces. As with MV Capt. Steven L. Bennett, which was outfitted with a cocoon in FY98, MV Fisher will save the Air

Force approximately $9 million and eliminate the need for an additional ship.

Outreach

MSC has been a pioneer in realigning its structure to better accomplish its mission. Program managers continue to refine and update their business plans, carefully matching incoming Transportation Working Capital Fund revenues to satisfy customer requirements while sustaining the command's lean, worldwide infrastructure.

Industry outreach

One method of maintaining a lean infrastructure is to take maximum advantage of sealift capacity available in commercial industry. To that end, MSC implemented the Voluntary Intermodal Sealift Agreement (VISA) in 1997 as a replacement for the outdated Sealift Readiness Program. VISA implementation continued during FY99, building on the strategic partnership between the federal government and sealift industry. The VISA Executive Working Group, comprising DOD, Department of Transportation, and industry representatives developed methods to pay carriers during contingencies. This will

increase our speed and effectiveness in activating VISA contracts.

The group also developed a vision for contingency contracts. MSC leads the Charter Working Group, which develops contingency contracts for charter vessels (i.e., hired for a period of time or a particular voyage). MSC also works with another USTRANSCOM Component Command—the Military Traffic Management Command (MTMC)—which leads the VISA Contingency Contract Working Group to develop contingency contracts for liner ships (i.e., operate between scheduled ports of loading and discharge on a regular basis).

Customer outreach

Working continuously with customers and their requirements, MSC participated in numerous command post exercises, joint transportation exercises and prepositioning ship offloads during FY99. Joint Logistics Over-the-Shore (JLOTS) was tested with USTRANSCOM's partners in exercise Foal Eagle in Korea and exercise Blue Advance in the Caribbean Sea. MSC is teaming with MTMC and its customers to improve JLOTS capabilities during

less than favorable weather and sea conditions. A new Joint Modular Lighterage System (JMLS) program, self-adjusting cranes, and computerized ballast control are issues being discussed for rough weather conditions. The ability to operate without ports or in degraded port facilities is absolutely essential for DOD's global mobility in both peace and war.

A loadmaster guides an M1Az Abrams in Tirana, Albania, onto a C-17 Globemaster III for transport to Camp Able Sentry, Macedonia, in support of Task Force Falcon on June 10, 1999. (U.S. Army photo by Specialist Lorenzo Sam)

Air Mobility Command Initiatives

The most prominent portion of Air Mobility Command (AMC) consists of aircraft and system upgrades that contribute to air mobility. Initiatives in this area are essential for the overall readiness of our nation's airlift. Equally so, airlift enablers, such as those that increase the speed with which we can load aircraft and those that improve our communications, are critical—though less visible—elements of AMC's lift capability. In FY99, AMC targeted initiatives in all of these areas to improve our nation's ability to respond to crises around the globe in peace and war.

Air Mobility

With fewer forces permanently stationed overseas, the United States must focus on its capability to rapidly project military power abroad. AMC's air mobility systems must be continually reviewed and modified to meet the challenges posed by a combination of aging equipment, new doctrine and new safety/regulatory requirements. The largest initiatives underway involve fielding and modification of C-5, C-130, C-17 and KC-135 aircraft.

System upgrades

The C-5 Galaxy is a fundamental asset in meeting AMC's strategic airlift requirements. AMC must continue to modernize the fleet. Reliability, maintainability and availability have gradually declined since 1991 to the point that aircraft no longer meet wartime cargo delivery requirements. Further, the C-5's avionics do not meet Global Air Traffic Management (GATM) requirements. To correct these shortcomings, AMC has developed a comprehensive plan that covers three major modernization programs: high pressure turbine, avionics

modernization program, and the reliability enhancement and reengining program.

In FY99 AMC completed a program to upgrade its C-5 simulators. The simulators now exceed Federal Aviation Administration level C standards so training formerly done in the aircraft can now be accomplished in a C-5 simulator. This advanced use of simulators frees aircraft for mission support while training and challenging crews in a safe environment.

As of Oct. 1, 1999, the C-130 Hercules fleet totaled 686 aircraft, with 20 different models and variations assigned to eight major commands including the Air National Guard. The aging C-130 fleet faces several major challenges. About 100 C-130s will reach the end of their service life by 2020. Older aircraft are becoming obsolete, expensive to repair and multiple models are more costly to support and repair than a single model fleet. C-130s do not comply with GATM and Air Force Navigation and Safety Master Plan requirements.

A C-130 Tiger Team recommended acquisition of 150 C-130J-30s (stretch version) starting in FY02 to replace C-130Es with the most critical structural problems. The team also recommended modifying the remaining C-130 aircraft in three phases to a common C-130X configuration that meets GATM and Air Force Navigation and Safety Master Plan requirements. The C-130J-30 and C-130X will ensure the viability of the combat delivery fleet well into the 21st century. The C-17 Globemaster III is

AMC's core airlifter for direct delivery and strategic brigade airdrop. As of Oct. 1, 1999, the Air Force had accepted delivery of 54 production C-17s. The last aircraft in the 120 multi-year buy is scheduled to be delivered in FY04. This highly capable aircraft, though few in number, has become recognized by many people of the world due to its role in U.S. military deployments and humanitarian missions. Procurement of 14 additional C-17s to support special operations is in the FY00 President's Budget and procurement of one additional C-17 is planned for FY02.

Finally, the KC-135 Stratotanker fleet is undergoing modifications to its cockpit avionics through the Pacer Compass, Radar, And Global Positioning System (CRAG) and GATM programs. These updates significantly reduce the number of navigators required and allow access to airspace worldwide.

Airlift Enablers

Effective airlift means that AMC delivers the right cargo and passengers to the right place at the right time. Aircraft loaders are a critical link in the mobility process since they must

interface with different aircraft models and configurations. Their capabilities determine the speed at which cargo can be loaded. Information systems are a different type of enabler since they facilitate planning, tracking, and adapting to changing requirements. AMC continually reviews and upgrades these systems to add flexibility and speed to support the warfighter.

Equipment

AMC continues to field Tunner aircraft loaders. One hundred three of the 318 total Tunners are now delivered, with final deliveries scheduled for 2004. The Tunner, with its 60,000-pound loading capacity, will replace all the 1960s vintage 40,000-pound loaders and 75% of the old wide-body elevator loaders currently in use. The Tunner's ability to interface with all aircraft types has also proved invaluable during several operations. Twenty-seven Tunners played a critical role in response to the crisis in Kosovo during Operations Allied Force and Shining Hope. The Tunners loaded cargo at U.S. military aerial ports of embarkation and at installations en route, and unloading at deployed contingency bases like Tirana, Ancona, and Thessaloniki.

The Next Generation Small Loader (NGSL) is another essential upgrade. NGSLs will replace the oldest small aircraft loaders now in use and will complement the Tunner. With the ability to move three pallets and deploy on a C-130, NGSL prototypes completed an Operational Assessment in December 1999 at Travis AFB, Calif. A final production decision will be made by May 2000 upon selection of the contractor that will build 264 NGSLs. First deliveries are scheduled for March 2001.

Information

The movement of information is an indispensable element of successful airlift. AMC made a substantial effort in the past year to improve its ability to move information—both voice and data—between fixed and deployed environments. USTRANSCOM is developing the Downsized Deployable Communications (DDC) network, a suite of communications equipment capable of being deployed on short notice and able to provide the same basic voice and data services that are available in the fixed-base environment. This includes access to both classified and unclassified networks as well as Defense Switched Network (DSN), local, and long-distance telephone services.

The network consists of deployable suites at Fairchild, McGuire, and Travis Air Force Bases (AFBs) and two service interface hubs at McGuire and Scott AFBs. The deployable equipment consists of thirteen transit cases, including a small (2.4-meter) satellite antenna and network routers, cables,

Air National Guard TSgt. Mark Murphy directs a driver as a West Virginia Air National Guard C-130 Hercules is unloaded at Soto Cano Air Base, Honduras, to support Hurricane Mitch relief. (photo by Major Mike Pitzer)

test equipment, and telephones. This equipment fits entirely on half of a standard 463L pallet and can be completely set up in about an hour and operated by five trained personnel. Communications support, including power and climatically controlled shelter, must be provided by the host base/customer. These deployable suites are currently fielded to the Air Mobility Operations Groups (AMOGs) at McGuire and Travis AFBs and to the 92nd Air Refueling Wing at Fairchild AFB. The suites improve USTRANSCOM's rapid deployment capabilities by enabling deployed personnel to communicate more quickly and efficiently in bare-base and austere environments. The command's ability to accomplish this objective was demonstrated for the first time during Bright Star '99. A Downsized Deployable Communications (DDC) suite from Travis AFB was deployed to the Port of Agamy, Alexandria, Egypt, to provide wideband communications support to MTMC and MSC users throughout the exercise period.

The interface hubs at McGuire and Scott AFBs provide connections into the Defense Information Systems Network (DISN) where deployed personnel can access command systems such as the Global Command and Control System (GCCS) and Command, Control Information Processing System (C2IPS), and regular Internet services. These hubs are operated by the 305th Communications Squadron at McGuire AFB and the 375th Computer Systems Squadron at Scott AFB. The hub at Scott is fully operational and has supported exercises Air Mobility Rodeo '98 and Combat Challenge '98. Upon full activation of the McGuire hub in FY00, the DDC network will be able to support a small initial deployment in both the European and Pacific theaters.

Moreover, AMC is improving the ability to track cargo and passengers by replacing isolated systems such as the Passenger Reservation and Manifesting System (PRAMS) and Consolidated Aerial Port System, Second Generation (CAPS II) with the Global Air Transportation Execution System (GATES). GATES provides enhanced capability through a graphical user interface, captures movement data, and then provides the data directly to the Global Transportation Network (GTN).

GATES' primary functions include: process and track cargo and passenger information, support management of transportation resources, provide logistical support information, generate standard and ad hoc reports, provide message routing and delivery service for virtually all airlift data, and provide the air portion of passenger and cargo

Military members and DOD employees wait in a U.S. Air Force C-17 Globemaster III on the Johnston Atoll flightline for evacuation to Hickam AFB, Hawaii, on Tuesday, Aug. 17, 1999, to escape hurricane Dora. Nearly 1,100 evacuees arrived at Hickam after the U.S. Air Force arranged airlift out of Johnston Island.

In-transit Visibility (ITV) to the GTN. GATES also supports scheduling, forecasting, and decision support. GATES provides AMC, USTRANSCOM, and its commercial partners with an automated management and tracking system to support transportation functions during peacetime and contingency operations.

GATES supports USTRANSCOM's modernization goals and objectives by modernizing, integrating and replacing three primary legacy transportation systems: Headquarters On-line System for Transportation (HOST), Passenger Reservation and Manifesting System (PRAMS) and Consolidated Aerial Port System, Second Generation (CAPS II). By replacing HOST, PRAMS, and CAPS II functionality, GATES provides our USTRANSCOM and aerial ports' users, seamless sharing of information in one system. This integration will improve data integrity and simplify report generation due to reduced translations handling and single point for data storage.

By providing the air portion of passenger and cargo ITV information to the GTN, GATES assists USTRANSCOM in achieving its operational goals and

objectives. ITV information will be available to commanders worldwide in support of war and peacetime operations.

GATES is an improvement over legacy systems since it uses Microsoft Windows' point and click capabilities. In contrast to text based systems, this environment reduces manual typing thereby decreasing errors, improving data integrity and reliability, and increasing user productivity. GATES integrates Automatic Identification Technology (AIT) for cargo and passenger processing. AIT further decreases manual entry, enhancing and accelerating cargo and passenger processing, reducing user errors and enhancing system integrity.

Process improvements

The accuracy, applicability, and timeliness of intelligence data is another criti-

Tech. Sgt. Brian Clark, a KC-135R crew chief with the 100th Aircraft Generation Squadron at Royal Air Force Mildenhall, England, works on the flightline while deployed in support of Operation Allied Force. (photo by SrA Greg Davis)

cal airlift enabler. In 1999 AMC took a major step forward in providing tailored intelligence to its air mobility teams by transforming the Intelligence Collaborative Environment (ICE) concept from an idea to actual fielding. AMC units received laptop computers, printers, secure data devices and myriad other equipment to empower the AMC intelligence effort. Additionally, computer based training modules are being developed and made available via Web-based technologies.

ICE is not so much about hardware as it is a better way of doing business. ICE empowers the AMC intelligence professionals to build upon foundational personal computing experiences to move beyond the routines of the intelligence business by providing tools that can be continuously tailored to support the warfighters. ICE is the application of cutting edge technologies in video teleconferencing, application sharing, networking, and analysis in order to securely deliver accurate information to the people who need it when they need it.

ICE eliminates the need for AMC wing and squadron intelligence personnel to maintain
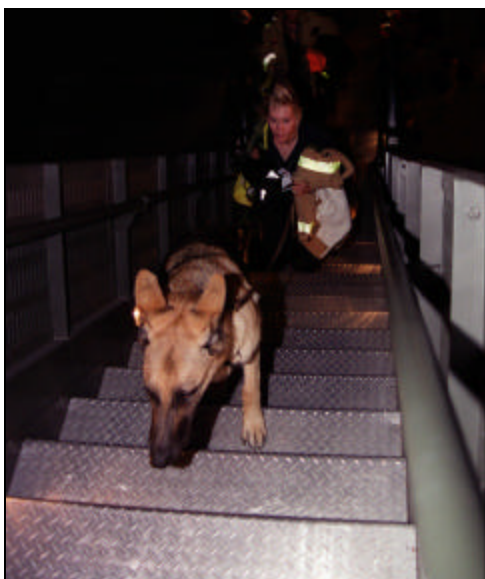
At Dover Air Force Base, Del., one of five search and rescue dogs boards a C-5 Galaxy bound for Turkey. The dogs are part of the Fairfax County Fire and Rescue Department, Virginia, deploying in support of search and rescue efforts following an earthquake in Izmit, Turkey. (photo by Michael Ayers)

Near Real Time (NRT) database, map, and imagery servers as mandated by the Air Force standard intelligence workstation—the Theater Battlefield Management Core System (TBMCS). ICE also decreases a unit's systems administration burden by shifting it to the headquarters, where the support infrastructure already exists and goes a long way toward realizing the AMC goal of meeting our intelligence analysts' information needs from their desktop computers.

One key element of ICE that performed superbly in 1999 is the Deployable Intelligence Support Kit (DISK). DISK proved its value by providing timely intelligence to seven locations in Europe in Support of Operation Allied Force (Kosovo). Furthermore, DISK supported numerous deployments and exercises in all regions of the world.

Finally, AMC tested its ability to provide enhanced shipment service of Military Air Lines of Communication (MILALOC) cargo from the Defense Depot at Susquehanna, Pa., to Kaiserslautern, Germany. The 90-day test involved placing AMC personnel at Susquehanna to certify cargo for air-worthiness and then enter cargo data into GATES. This provided In-transit Visibility and gave the Dover air terminal advance notice of all the information necessary to expedite the cargo once it arrived at the port. As a result, the cargo was space reserved on the next available flight, based on a pre-determined guaranteed volume. The test successfully validated AMC's ability to provide reliable, time-definite delivery of customer high priority shipments. Plans are underway to extend these process improvements beyond FY99 to dramatically reduce cargo transit time for DTS customers.

Overall, AMC's 1999 initiatives are a snapshot of a multi-year plan that provided new capabilities in the present but is also focused on the future.

Financial Summary

USTRANSCOM uses the Transportation Working Capital Fund (TWCF) to execute its mission. The TWCF is a revolving fund where the goal is to match revenues with costs. There were many precursors to the TWCF, and the interrelationship with other funds can be complex. Detailed information about the TWCF is available in USTRANSCOM Handbook 24-2, Understanding the Defense Transportation System (Please see the list of References, Sources and Web Sites).

The Transportation Working Capital Fund

Generally, TWCF is financed through payment of rates by customers for transportation services performed, e.g., movement of passengers and cargo, rather than direct appropriation of funds. Exceptions to this general rule are mobilization (readiness) costs that are funded by direct appropriation through the Transportation Component Commands' (TCCs') associated military Service. For example, the Air Force provides Air Mobility Command (AMC) with readiness funds through the Airlift Readiness Account. The concept of mobilization takes into account the fact that the Defense Transportation System (DTS) must be ready to expand or alter its operations to mobilize or surge when required. The DTS's total surge capacity manifests itself in a number of ways, including facilities and equipment that are not utilized or are underutilized during normal peacetime operations.

The Rates: Development

The TCCs develop and propose the TWCF rates that are charged to customers and, once approved, these rates remain fixed during the year of execution. Because rates are established about eighteen months prior to execution and remain fixed, they are known as stabilized rates. This stabilized rate policy protects appro-priated fund customers from unforeseen cost changes and thereby enables customers to more accurately plan and budget for DTS support requirements. In turn, this policy also reduces disruptive fluctuations in planned TWCF workload levels and thereby permits more effective use of DTS resources.

Rates are established to recover projected costs at a predetermined workload and are directly affected by the accuracy of cost and workload estimates, both of which can change dramatically over the 18-month budget lead time.

Rates for each TWCF business area are designed to recover all operating costs associated with the service provided. The operating costs include direct costs (e.g., contract carrier cost, stevedores, material, fuel, direct labor), indirect costs (e.g., supervisory costs), and overhead costs (e.g., headquarters general/administrative costs). At the end of a given fiscal year (FY), TWCF business areas have either a loss or a gain (e.g., they have either a positive or negative Net Operating Result (NOR)).

Accordingly, future rates will be set to either recover losses or to return gains from previous FYs with the intent of achieving a zero Accumulated Operating Result (AOR) in the year for which the rates are budgeted. Inclusion of this recoupment/pay-back factor can cause

rates to double or be halved even when the actual business area costs showed little or no change from one year to the next. The fact that actual costs often vary markedly from estimates developed 18 months earlier partially explains why stabilized rates contribute to fluctuations in NOR.

The other contributor to NOR fluctuation is variance between actual and projected workload. If actual workload exceeds projected workload, revenue will exceed cost, all other things being equal.

There are certain personnel and infrastructure costs that do not change, at least in the short-term, regardless of workload. For any given business area these costs are fixed in the budget year and are known as fixed costs. When rates are set, these fixed costs are spread over workload. As workload estimates increase, a smaller proportion of the fixed costs is assigned to each unit of workload, thereby reducing the overall rate. The consequence of fixed cost is as workload increases rates tend to decrease. Conversely, as workload decreases, rates will increase.

DOD policy discourages customers from going outside the DTS for transportation services. When customers go outside the DTS for services, those who remain are penalized in the form of higher rates. Furthermore, there is an overall cost increase to the DOD as USTRANSCOM bears the cost of unused capacity while the customer pays for additional capacity already acquired by USTRANSCOM. In essence, costs are paid twice, once by USTRANSCOM because it still pays the price of maintaining forces and infrastructure, and again by the customer for commercial service obtained.

The Rates: Trends

The TCCs develop the rates for the movement of people and cargo based on legislation, regulations, and industry practices that are unique to their functional areas (e.g., airlift, sealift, cargo operations).

Military Traffic Management Command Rates

Military Traffic Management Command (MTMC) divides its billing rates into three areas:

Cargo Operations
Port services include stevedores and documentation, (i.e., booking, manifesting, receiving, and clearing). All military Services are customers of this output.

The FY99 Cargo Operations billing rate decrease is attributed to streamlining and efficiencies, the realignment of readiness cost out of the rate structure, and Accumulated Operating Result (AOR) payback.

MTMC -- RATES (CARGO OPS)
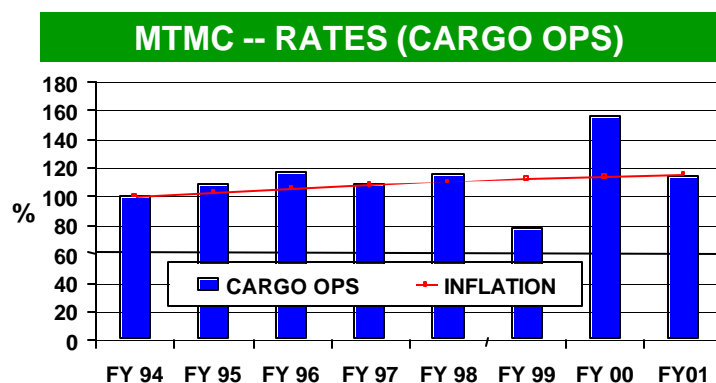
FY00 Cargo Operations rates increase to recover AOR losses from prior years. Documentation costs were transferred from Cargo Operations to Liner Ocean Transportation to properly align documentation costs with the respective output. Other factors contributing to the increase

are pay raise/inflation and the cash and capital surcharge. The increase is offset by a reduction in civilian labor costs. Costs were transferred from Cargo Operations to the Global Privately Owned Vehicle (POV) output to properly align costs with the respective output. The FY01 billing rate decrease is attributed to payback of prior year profits, and elimination of the cash and capital surcharges offset by pay raises and inflation.

Global POV

MTMC provides point-to-point shipment of POVs. For FY99, the Global POV output was established as a separate output with a separate rate. It was formerly part of Cargo Operations. All military services are customers of this output.

MTMC -- RATES (GLOBAL POV)
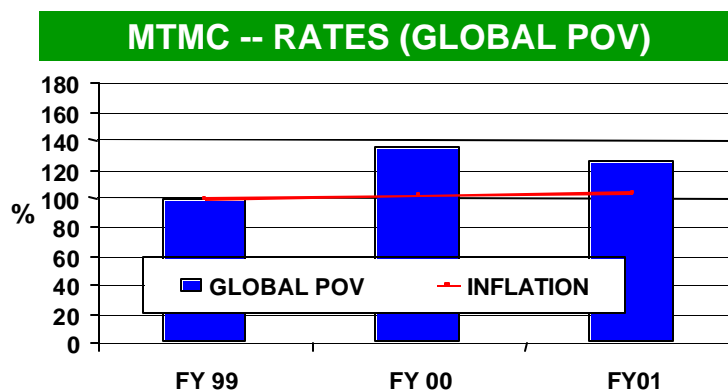
In FY99, the Global POV program was expanded resulting in increased revenue over that approved in the FY99 President's Budget. Funds available in customer budgets were insufficient to cover most of the costs, now reflected in this area. This service was fragmented into multiple "legs" but now MTMC is providing door-to-door service. In addition, costs were transferred from Cargo Operations and Liner Ocean Transportation to the Global POV output to properly align costs with the respective output. The FY00 rate increase is predomi- nately due to the recovery from prior year

losses, realignment of Cargo Operations and Liner Ocean Transportation costs, and contract costs higher than inflation. The FY01 Global POV rate decrease is a result of the return from the large rate increase in FY00 offset by recovery of FY99 losses.

Liner Ocean Transportation

Entails shipment of cargo on liner agree- ments. For FY99 this output transferred from Military Sealift Command (MSC) to MTMC and was named Liner Ocean Transportation. It includes intermodal movement of containerized and break bulk cargo through the Joint Traffic Management Office (JTMO) at MTMC. All military Services are customers of this output.

MTMC -- RATES (LINER OCEAN TRANS)
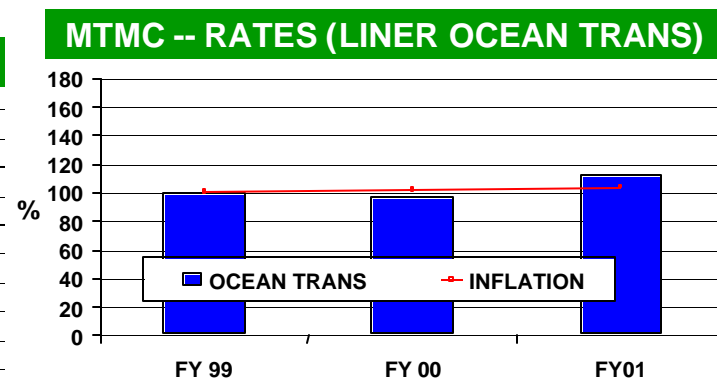
The Liner Ocean Transportation FY99 rate decrease is due to the realignment of readiness costs out of the rate structure, streamlining savings, and AOR payback. This decrease is partially offset by contain- er contract price increases. FY00 rate decrease is attributed to AOR payback. The decrease is offset by increases for cash and capital surcharges. Additional increas- es are a result of the realignment of POV costs from Liner Ocean Transportation to the Global POV output. The FY01 rate increase is attributed to recoupment of prior year losses offset by elimination of the cash and capital surcharges in FY00 rates.

Military Sealift Command Rates

Military Sealift Command (MSC) divides its billing rates into four areas:

Chartered Cargo

Applies to MSC movement of cargo on chartered ships. Prior to FY99 this output also contained shipment of break bulk cargo on liner agreements. In FY00, break bulk liner agreements are part of MTMC's Liner Ocean Transportation rates. All military Services are customers of this output.

MSC -- RATES (CHARTERED CARGO)
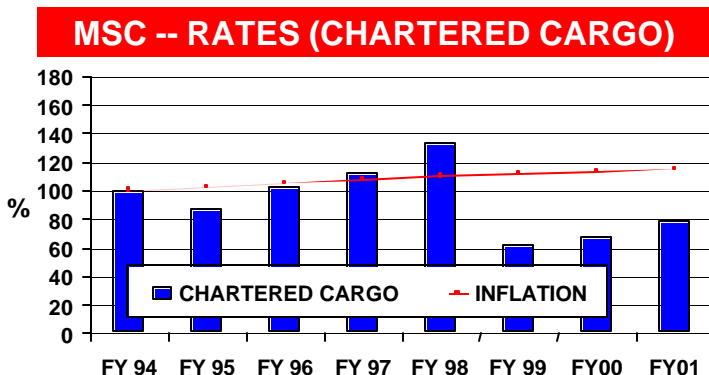
The FY99 Chartered Cargo rate decrease reflects a return to break-even level from previous level and improved ship utilization. FY00 increase represents a return to break-even level after the large FY99 rate decrease combined with the effect of providing formerly reimbursable services on a rated basis beginning in FY00. The FY01 Chartered Cargo rate increase is due primarily to the recoupment of the FY99 loss from Kosovo operations and increased fuel prices.

POL Tankers

This program is MSC's movement of DOD fuel. The Defense Energy Support Center (DESC), a part of the Defense Logistics Agency (DLA), is the customer of this output.

MSC -- RATES (POL TANKERS)
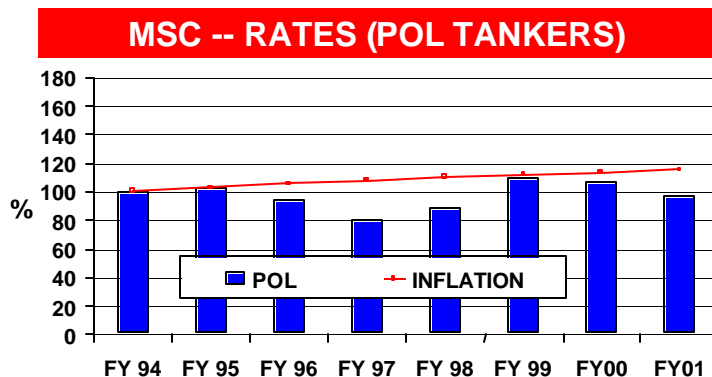
The FY99 POL Tankers rate increase is a result of a poor estimate of operating hire in the previous cycle. Prolonged negotiation on the contract resulted in the current five year contract period having an operating hire over $15 million through the budget years above what was estimated in the previous budget. FY00 is a return from the large prior year rate increases. POL Tankers rate decrease in FY01 reflects a return of profits from unexpectedly profitable spot charters largely in support of Kosovo.

Strategic Surge

Eight surge Fast Sealift Ships (FSS) are managed by MSC, kept in Reduced Operational Status (ROS) and used by the Joint Chiefs of Staff (JCS) in support of exercises. The Navy funds ROS costs, while the JCS pays incremental costs when vessels are activated for exercises. Delivery of Large, Medium Speed Roll-On/Roll-Off (LMSR) vessels into the Surge program started in FY98. Their ROS and funding details mirror those of the FSS.

MSC -- RATES (STRATEGIC SURGE)
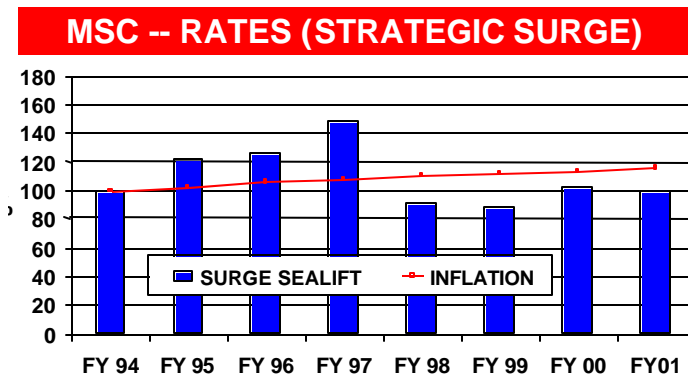
JCS and Navy are the customers of this output.

FY99 Strategic Surge rates reflect savings in FSS contract hire and routine maintenance areas. Overhauls have been reduced to reflect only work required by regulatory bodies, while other work will be done in small packages with open competition to reduce costs. Some work previously done in shipyards will now be done at the layberth. The FY00 rate change is due to the change in the mix of LMSR ships built by National Steel and Shipbuilding Company and the Avondale shipyard. Surge FY01 rates decrease to return unexpected profits projected through FY00.

Non-Navy Afloat Prepositioning Force-Transportation (APF-T)
MSC manages Army, Air Force, and Defense Logistics Agency (DLA) afloat prepositioned assets.

MSC -- RATES (AFLOAT PREPOSITIONING)
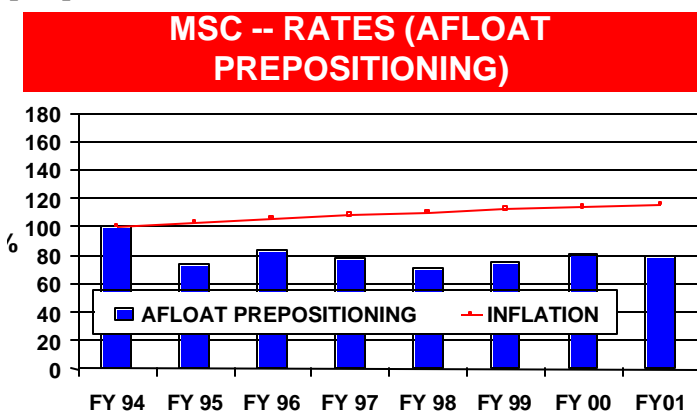
APF-T rates increased in FY99 as a result of FY98 being a year in which profits were returned. The increase is less than the FY99 projection in the FY98 President's Budget due to FY97 and FY98 cost savings initiatives and due to the Heavy Lift Prepositioning Ship being chartered at a cost that was significantly under the estimate in the FY98 President's Budget (PB). Cost savings are also expected due to there being no dual hire in the Off-shore Petroleum Delivery System transfer, as was originally planned.

The FY00 rate increase is due to the capital surcharge offset by the LMSR ship mix change previously mentioned in the Surge program. FY01 rates decrease as a result of reduced cost for the Gibson/Titus contract, a decrease in the overhead applied to this output, and decreased vessel maintenance.

Air Mobility Command Rates
The Air Force subsidizes Air Mobility Command (AMC) rates with the Airlift Readiness Account (ARA), which covers the difference between revenue from customer rates and the total required revenue to break even. The ARA is computed by determining how much revenue is required, less the revenue received from customers. If AMC has a prior period gain or loss, that amount is reflected in the following budget year(s) ARA. AMC divides its billing rates into four areas:

Channel Passenger
Pertains to regularly scheduled AMC airlift movement of passengers. Channel rates are set to be commercially competitive. Additional revenue required to cover cost is provided by the Air Force in the ARA (subsidy). All military Services are customers of this output.

AMC -- RATES (CHANNEL PAX)
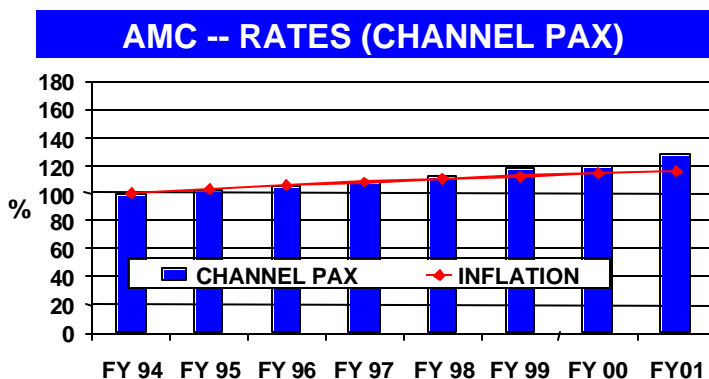
The FY99, FY00, and FY01 trend is designed to match the trend in rates

charged by commercial carriers, regardless of changes in actual cost or workload.

Channel Cargo

Pertains to regularly scheduled AMC airlift movement of cargo. Channel rates are set to be commercially competitive, regardless of changes in actual cost or workload. Additional revenue required to cover cost is provided by Air Force in the ARA (subsidy). All military Services are customers of this output.

AMC -- RATES (CHANNEL CARGO)
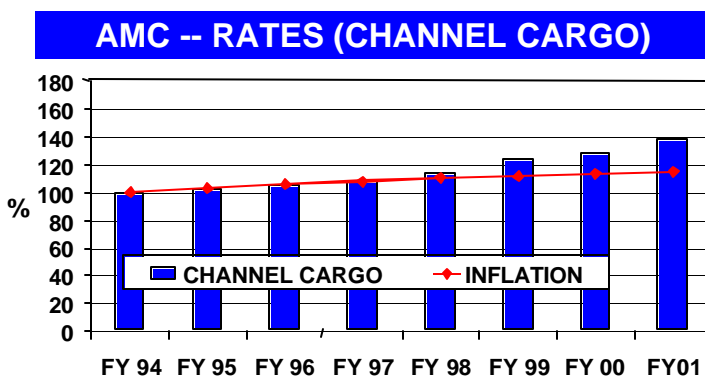
Increases above 5 percent for FY99 and above 1.6 percent for FY00 are a direct result of correcting unaccompanied baggage rates to make them comparable to commercial rates. The FY01 channel cargo and passenger rate increase includes anticipated impact of fuel price increases in the commercial sector used as a basis for competitive rate comparison.

Special Assignment Airlift Mission (SAAM)/Joint Chiefs of Staff (JCS) Exercises

SAAMs are not regularly scheduled (as is the case with channels) and the customer rents the whole aircraft. JCS exercises are similar to SAAMs but the aircraft is chartered exclusively for JCS exercises. Rates recover approximately 91 percent of cost. AMC does not charge the full cost for SAAMs and JCS exercises. We believe the rates should not be designed to recover full

cost since the hours flown serve the dual purpose of satisfying a customer airlift requirement (the cost reflected in the rates) and provide training in support of wartime strategic mobility requirements (the cost of which is reflected in the ARA). All military Services and JCS are customers of this output.

AMC -- RATES (SAAM EXERCISE)

AMC -- RATES (JCS EXERCISE)
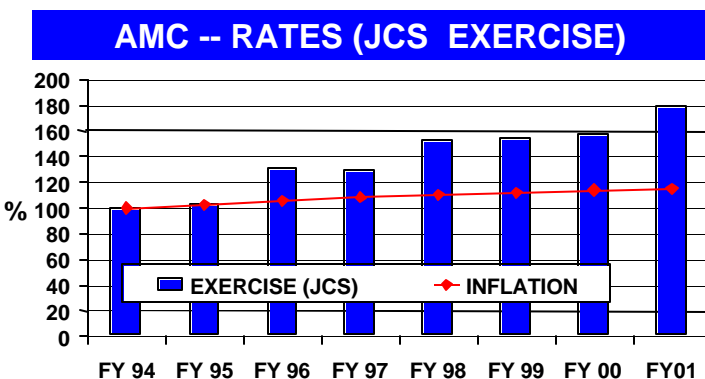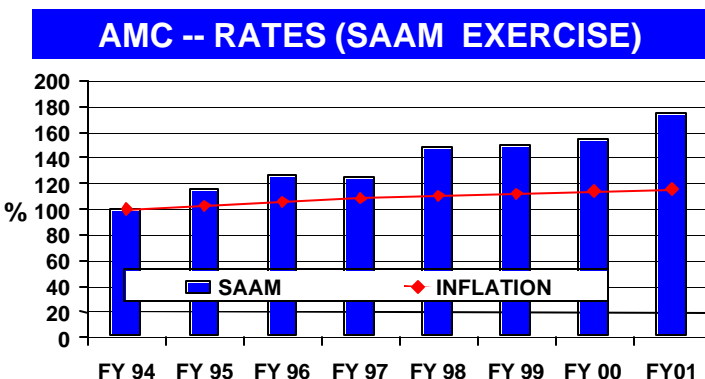
FY99 SAAM/JCS exercises rate increases are the result of flying hour/workload decreases, standard inflation and depot maintenance inflation, and C-17 engine Contractor Logistic Support (CLS) cost, which were partially offset by other programmatic decreases and fuel price decreases. FY00 rate increase is a result of inflation, workload decreases (flying hour changes) and the cash and capital surcharges. These increases were partially offset by other programmatic decreases and price decreases for depot maintenance and fuel. The FY01 rate increase is the

result of standard inflation/Working Capital Fund price increases and C-5 maintenance programs increases, and flying hour/workload decreases. These increases were partially offset by the elimination of the cash and capital surcharge.

Training

This program is for Air Force (AMC)/Air Force Reserve crew and Joint Airborne Air Transportability Training. The Air Force is the only customer and (effective FY97) is charged at full cost. FY99 Training rate
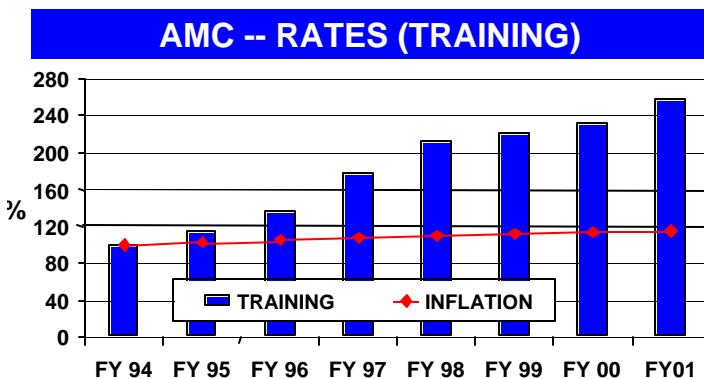
AMC -- RATES (TRAINING)

increases are the result of flying hour/workload decreases, standard inflation and depot maintenance inflation, and C-17 engine Contractor Logistic Support (CLS) cost, which were partially offset by other programmatic decreases and fuel price decreases. FY00 rates increase as a result of inflation, workload decreases (flying hour changes) and the cash and capital surcharges. These increases were off-set by other programmatic and price decreases for depot maintenance and fuel. Training rate increases are higher than SAAM/JCS Exercise rates because the Training rate recovers full cost while the SAAM/JCS Exercise rate recovers approximately 91 percent of cost and aircraft mix. The FY01 rate increase is the result of standard inflation/Working Capital Fund price increases, C-5 maintenance programs, and flying hour/workload decreases. These increases were partially offset by the elimination of the cash and capital surcharge.

Defense Courier Service (DCS)

Rates for movement of classified material by the DCS are based on pounds delivered. Customers are charged the same rate per pound no matter where materials are entered into the DCS system.

AMC -- RATES (DCS)
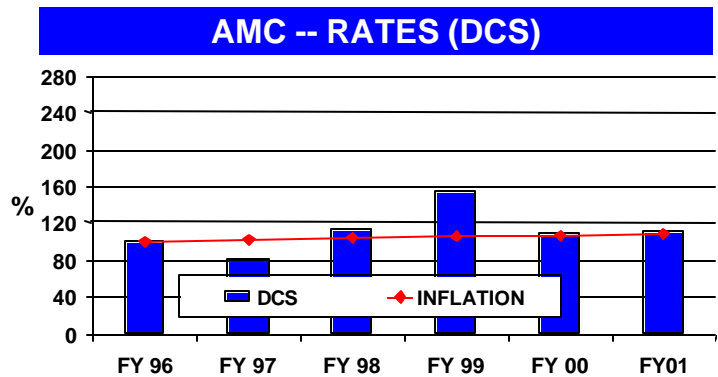
Rates increased in FY99 to recover FY97 operating losses which resulted from a decease in pounds delivered based on the increased use of computerized storage of documents by customers. Rates return to normalized level in FY00. FY01 rate growth results from standard inflation and pay raises.

The Rates: Application

During FY99, the TWCF incurred operating revenue of $4,398 million and costs of $4,449 million for a negative NOR of $51 million. USTRANSCOM experienced FY99 actual NOR of negative $51 million compared to the FY99 column of the FY99 PB estimate of negative $64 million—a favorable variance of $13 million.
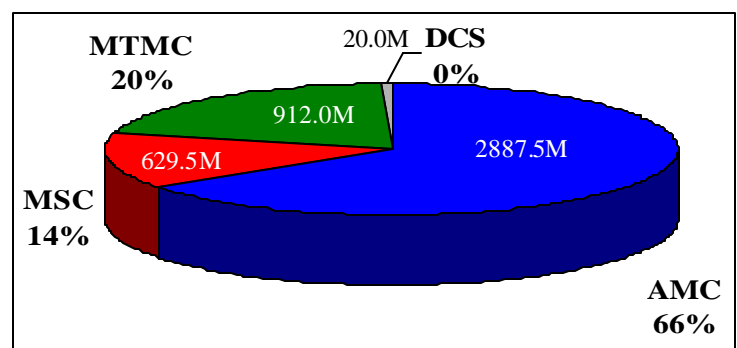
FY99 TWCF Costs by TCC (includes reimbursements)   M = $ million
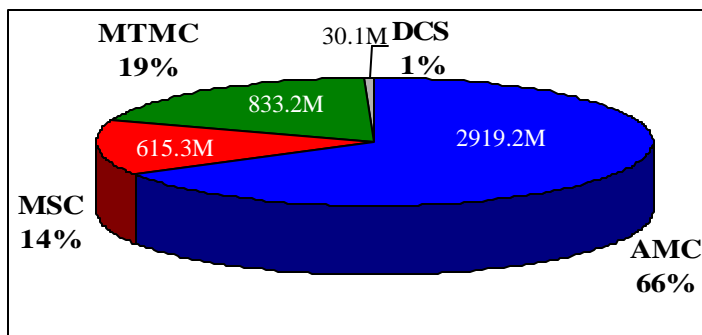
FY99 TWCF Revenue by TCC   M = $ million

MTMC 19% — 833.2M
30.1M DCS 1%
MSC 14% — 615.3M
AMC 66% — 2919.2M

AMC

FY99 NOR was estimated at $45 million in the FY00 President's Budget (PB), compared to FY99 actuals of $32 million, a decrease of $13 million. AMC NOR reductions of $188 million resulted from decreases in channel cargo workload and revenue as well as increased C-5 maintenance costs. Offsetting NOR increases of $175 million were caused by contingency driven over-fly, decreased costs for C-17 contracted engine repair, improved commercial aircraft mix, and various other revenue and cost changes.

FY00 NOR was estimated at $9 million in the FY00 PB. The current FY00 estimate is negative $9 million—a decrease of $18 million. Increased Depot-Level Repairable (DLR) and Depot Maintenance costs decreased NOR $67 million. Offsetting NOR increases of $49 million are primarily due to an improved commercial aircraft mix, workload changes, and reduction in C-17 contracted engine repair costs.

MSC

FY99 NOR was estimated at negative $44 million in the FY00 PB. Actual FY99 NOR was negative $14 million—an improvement of $30 million. POL Tankers NOR improved $11 million due to the hiring of smaller tankers for Kosovo. Chartered Cargo NOR improved $6 million due to lower commercial charter contract

costs. Surge NOR improved $6 million due to changes in mix of new construction and conversion LMSRs and increased full operating status (FOS) days. Afloat Prepositioning NOR improved by $7 million due to late deliveries of LMSRs.

FY00 NOR was estimated at $38 million in the FY00 PB. Current FY00 NOR is $31 million—a decrease of $7 million. Afloat Prepositioning NOR decreased by $4 million due to changes in LMSR deliveries and maintenance schedules. POL Tankers NOR decreased by $3 million due to reduced workload where rates were set higher than cost.

MTMC

FY99 NOR was estimated at negative $72 million in the FY00 PB. Actual FY99 NOR was negative $79 million which is a decrease of $7 million. Global POV NOR decreased $7M due to revised workload and cost estimates.

FY00 NOR was estimated at $22 million in the FY00 PB. The current FY00 estimate is $10 million which is a decrease of $12 million. Recovery of the FY00 Defense Commissary Agency rebates decreased NOR by $34 million. NOR decreased by $6 million due to revised Global POV revenue and cost estimates. Increased Cargo Operations workload improved NOR by
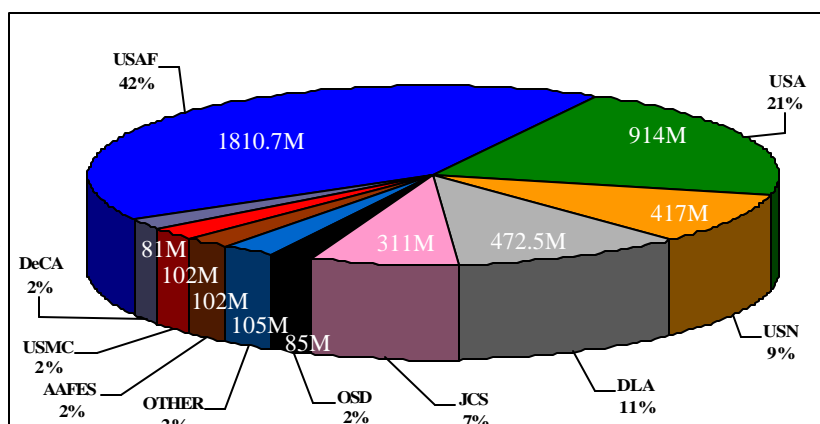
FY99 TWCF Revenue by Source   M = $ million

USAF 42% — 1810.7M
USA 21% — 914M
USN 9% — 417M
DLA 11% — 472.5M
JCS 7% — 311M
OSD 2% — 85M
OTHER 2% — 105M
AAFES 2% — 102M
USMC 2% — 102M
DeCA 2% — 81M

FY99 TWCF COSTS

PURCHASES 14%
DEPR 4%
OTHER 2%
MIL PERS 1%
CIV PERS 6%
AV/SHIP MAINT & OPS 73%

AVIATION/SHIP MAINT & OPS	**$3,245M**
PURCHASES	**643M**
CIV PERS	261M
DEPRECIATION	**158M**
OTHER	**94M**
MIL PERS	48M
TOTAL	**$4, 449M**
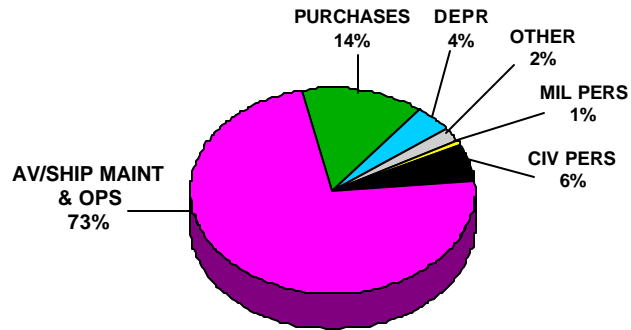
AVIATION/SHIP MAINT & OPS:	$3,245M	PURCHASES:	$643M	OTHER:	$94M
LEASE/CHARTER AIRCRAFT	891M	POINT TO POINT POVs	165M	TRAVEL	34M
VESSEL CHARTERS	659M	G&A PURCH FROM AF	116M	SUPPLIES	26M
FUEL	426M	ADP MAINT	73M	TRANSPORTATION	13M
DLRs	349M	STEVEDORE CONTRACTS	71M	DFAS	10M
DEPOT MAINT/CLS	298M	FACILITY MAINT	60M	EQUIPMENT	4M
MIL AUG	201M	OTHER	53M	RENT & LEASE	3M
SUPPLIES	132M	CANAL/PORT FEES	30M	NAVY PUBLIC WORKS	2M
OTHER VESSEL CONTRACTS	127M	INFO SVS/SUPPORT	26M	DEFENSE PRINTING	1M
TRAVEL	63M	UTILITIES	14M	FUEL (MTMC)	1M
OTHER AIRLIFT COSTS	46M	ENGINEER/ANALYSIS SVS	14M		
SHIP MAINT	43M	COMMUNICATIONS	12M		
EQUIPMENT	10M	EQUIPMENT MAINT	9M		

$17 million. Decreased stevedore costs improved NOR by $7 million. Other revenue and expense changes increased NOR by $4 million.

Transportation Working Capital Fund Costs
TWCF rates, in general, are a reflection of total costs. The rates that have been developed for FY01 are designed, first of all, to take into account the profit or loss from the FY99 NOR. This is calculated by subtracting the costs from the revenue collected by the TCCs. The rates are also based on forecasts regarding customer transportation requirements.

Approximately 83 percent of TWCF costs directly support customer transportation requirements, either to maintain our organic fleet or buy commercial services. These costs tend to fluctuate with the demand for transportation services. Our personnel costs are 7 percent and more than half of that is expended in direct support of providing transportation for our customers. The remaining 10 percent is infrastructure cost. Of note, the USTRANSCOM staff cost (or "the USTRANSCOM overhead") barely exceeds one-quarter of one percent (.0026) of total TWCF costs. Our challenge is to reduce these costs and increase efficiency across all categories, while maintaining and even improving our support to the warfighter.

Within this effort, there are factors that generally cannot be controlled, such as commodity inflation in the transportation arena (e.g., for fuel, stevedoring services, leased equipment) or costs that are relatively "fixed" (e.g., personnel, infrastructure, wartime requirements). Nonetheless, we are dedicated to attacking costs across-the-board and have had considerable success.

Cost Driver and Financial Management Initiatives

Cost driver initiatives

Savings initiatives can also be classified according to the type of costs that they target. Streamlining initiatives center on infrastructure and reduction of long-term manning, while productivity and cost avoidance initiatives are process-oriented and mainly reduce short-term labor, contracts, and expendable materiel costs.

During FY98, USCINCTRANS instituted monthly reporting and teleconferences to further increase our effort to aggressively attack these primary cost drivers. USTRANSCOM has continued the cost drivers' briefings this year with its TCCs and DFAS. The intent to strengthen the partnership between the financial and operations communities has resulted in faster reform and improvements in operating procedures.

From FY94 to FY01, USTRANSCOM and military Service productivity initiatives/cost avoidances and organizational streamlining efforts have resulted in savings of over $830 million. Some key initiatives have included: flying hour reductions, more efficient aircraft channel operations and utilization of aircraft, renegotiating ship contracts, reducing ship testing periods, devising fuel savings techniques for our ship charters, and the establishment of the Joint Mobility Control Group and the Joint Traffic Management Office which consolidate the command and control efforts of USTRANSCOM and the TCCs. We have accomplished this savings, cost avoidance, and streamlining while improving and maintaining the required wartime readiness levels.

Financial management initiatives

Effective fund control depends on sound financial management practices and accurate systems. USTRANSCOM continued to move forward in FY99 with financial management initiatives designed to improve our internal practices and interaction with other organizations. Our greatest challenge in external outreach involves overcoming the shear complexity of the DTS and the different financial systems used by our TCCs, customers, and industry partners.

Representatives from USTRANSCOM and the TCCs studied the feasibility of implementing a single accounting system for USTRANSCOM. The study concluded that a single accounting system could not be implemented until standard business practices were in place. On Sept. 14, 1999, USTRANSCOM established a Transportation Financial Management System (TFMS) Program Management Office (PMO) to provide a centralized focus over transportation financial system development activities to implement a financial management system capability by June 2002 and to oversee integration of the TCC migration systems through 2005. The TFMS PMO will initiate a Functional Process Improvement effort to standardize transportation cost accounting and financial management business practices and develop a Change Management Plan to coordinate business practice changes to support an integrated financial management system.

MSC is developing the Oracle Financial accounting system to improve their financial reporting for the working capital funds that support the Navy and USTRANSCOM.

Senior management from USTRANSCOM, Defense Finance and Accounting Service (DFAS), Navy, and MSC form the Executive Steering Group to oversee the development of the system and monitor specific transportation accounting initiatives. The system is scheduled for implementation in 2000.

USTRANSCOM began a Partners in Fiscal Integrity (PFI) initiative at DFAS to assist USTRANSCOM and DFAS in special projects. The primary focus is to analyze the composition of USTRANSCOM's accounts receivable balance and recommend improvements to the reporting of this matrix.

USTRANSCOM, the military Services, DFAS, DLA, and Assistant Deputy Under Secretary of Defense (Transportation Policy) are working together to implement Management Reform Memorandum 15 (MRM 15), a program for "Reengineering Defense Transportation Documentation and Financial Processes." MRM 15 is a business process improvement effort utilizing the US Bank's PowerTrack system to streamline, automate, and integrate the documentation, billing, and payment of transportation services. This plan outsources the transportation vendor payment function from DFAS to US Bank. Electronic interfaces are being set up between PowerTrack and the DFAS accounting systems, which is expected to improve financial accuracy and integrity. Prototypes have also been set up for TWCF Sealift and Airlift services, which are utilizing PowerTrack to accomplish the government-to-government billing, payment, and collection process.

USTRANSCOM will continue to develop rapid, accurate, and detailed financial systems to support the challenges of global transportation in the future.

Global Transportation: the Future

T he focus of logistics has been changing over the last decade from keeping inventory on-hand "just in case" to relying on transportation to provide supplies "just in time." This trend will continue, particularly in the Department of Defense (DOD) where reduced inventory saves money in peacetime and reduces our vulnerability to terrorism and precision weapons in wartime.

The challenge for USTRANSCOM is to make this change on a strategic level: global transportation that brings the right item to the right place at the right time. We are focused on the challenges of the future through our Strategic Plan.

U.S. Air Force airmen from the 20th Component Repair Squadron board a C-141 Starlifter bound for Southwest Asia on Jan. 15, 1999. The airmen are deploying from Shaw Air Force Base, S.C., in support of Operation Southern Watch. (DOD photo by Airman 1st Class Scott A. Nichols, U.S. Air Force.)

Strategic Plan

As USTRANSCOM stands at the dawn of the new millennium, the command is rapidly maturing its strategic planning process to face the National Security challenges and business environment of tomorrow. The 1999 strategic planning cycle was marked with significant accomplishments as part of a process improvement effort begun in Fiscal Year (FY) 1997 to ultimately fulfill Under Secretary of Defense (Comptroller) direction to implement the Government Performance and Results Act (GPRA).

First, USTRANSCOM published the 1999 Strategic Guidance, which provides a strong foundation to link strategic planning to resources, performance measures, and annual planning. The USTRANSCOM Strategic Guidance reaffirmed our vision "...to provide timely, customer-focused global mobility in peace and war through an efficient, effective, and integrated transportation from origin to destination."

The 1999 strategic planning cycle also marked the publication of the first complete Corporate Resources Plan (CRP), building on the success of the 1998 CRP strawman effort. The CRP, the second element of USTRANSCOM's Strategic Plan, bridges the gap

between the Strategic Guidance and key planning processes within the command including Information Technology (IT) planning, annual business planning, and financial planning cycles. Finally, the USTRANSCOM Business Center formulated a prototype Business Plan to monitor our performance over 12 month increments, with links to the CRP. Testing of the prototype over FY00 will result in fielding of our first comprehensive Business Plan in FY01 and mark a major step forward in GPRA implementation.

The Strategic Plan incorporates partnership initiatives, transportation information technology, process improvement, and force modernization factors into achieving that goal.

Partnership

Currently no organization is tasked with measuring overall effectiveness, design or optimization of DOD's global distribution/transportation/supply chain management system. Therefore, DOD's supplier—the Defense Logistics Agency (DLA)—and transporter (USTRANSCOM) have started a partnership to

DEFENSE LOGISTICS AGENCY

enhance DOD's distribution performance. A key component of this partnership, the Strategic Distribution Management Initiative (SDMI), will be launched in FY00 to provide a DOD-level review of supply chain policy, procedures, and processes, and recommend improvements to the Joint Staff and Office of the Deputy Secretary of Defense.

SDMI will be headed by the Director, DLA and Deputy Commander in Chief, USTRANSCOM, and will initially focus on three major areas: stock positioning, surface distribution, and air distribution. A general/flag officer will head each effort.

Since strategic transportation routinely crosses international borders, USTRANSCOM has assumed responsibility for the DOD customs program from the Department of the Army. With this new mission, the command is seeking to significantly decrease the time required for cargo and passengers to pass

through border clearance processes while meeting customs, agricultural, environmental, and immigration requirements. This effort extends beyond USTRANSCOM's usual partnership with the regional commanders in chief, military Services, and commercial industry. In collaboration with the United States Customs Service, Department of Agriculture, Bureau of Alcohol Tobacco and Firearms, Immigration and Naturalization Service, Environmental Protection Agency, Department of Transportation, and Department of State, we are working to:

> Update and expand the DOD Customs Regulation into a user-friendly guide for import and export.

> Create a DOD Customs web page to provide customers and transporters with easy access to information on U.S. Customs requirements, foreign country customs documentation requirements, and late-breaking customs issue bulletins.

> Identify opportunities to implement electronic customs clearance and other best business practices.

Transportation Information Technology

Information about the movement of material is as important as the movement of material itself. USTRANSCOM is improving the Global Transportation Network (GTN) and other systems to revolutionize the use of Defense Transportation System (DTS) information. Across the spectrum of warfare, from the tactical to the strategic level, GTN is changing the way American military commands conduct operations. With near real time visibility of high priority material moving through the DTS, operational decisions can be made more quickly than ever before. For example, there are times when an aircraft is unable to fly because it needs a critical part. With GTN's ability to track the critical part moving through the DTS, a commander can forecast when the part will arrive and the aircraft will be available for its next mission. We call this ability to track the identity, status, and location of cargo and passengers "In-transit Visibility" (ITV). GTN is the DOD system for ITV and USTRANSCOM is the DOD functional proponent for ITV.

ITV "at the source"

Accuracy and timeliness of information depend on gathering it quickly at the point where changes occur, "at the source." Automatic Identification Technology (AIT) contributes to ITV at the source by using bar code labels, radio frequency tags, and other technology to store and automatically communicate the contents of a shipping container or package when it is scanned or prompted for information. As it replaces the manual labor required to read package labels and re-type information into our computers, AIT improves both the speed and accuracy of recording and communicating shipping information.

The ability to use AIT internationally is constrained by the need to first obtain host nation approval to operate the AIT system within the host country's electromagnetic spectrum. Since different nations have different constraints, it can be difficult for procurement officials and planners to obtain the right devices for use in a particular country. In response to this problem, USTRANSCOM is developing the Host Nation Approval - Common Operating Picture (HNA-COP). HNA-COP is a data base that provides a real-time global view of all DTS spectrum-dependent systems that are either currently in use or under development. For the first time, DTS users can obtain approval/disapproval status for any country in the world. Also, USTRANSCOM leadership can now use the HNA-COP to make "fact based" programmatic decisions on future deployment strategy for all spectrum-dependent systems that support the DTS. HNA-COP will be available on the Web in FY00. This development will support USTRANSCOM's intent to rapidly deploy AIT systems to remote ports and airfields around the globe.

USTRANSCOM will integrate enhanced AIT capability into its ports over the next five years. This two-phased plan expands on existing bar code capability by fielding a 2-Dimensional (2D) bar code read-and-write capability at aerial ports via the Global Air Transportation Execution System (GATES) and select ocean ports via the Worldwide Port System (WPS) while using stand-alone Radio Frequency Data Collection devices. On Nov. 10, 1999, DUSD (L) directed that all Services begin work on implementing a Common Access Card,

better known as a smart card. This new ID card will enable faster, more accurate manifesting at our ports while enhancing ITV. AMC has already begun fielding smart card capability at several GATES sites and will continue to field this capability worldwide. Finally, USTRANSCOM continues to develop deployable AIT capability to support worldwide contingency missions and exercises.

Another effort to improve ITV at the source is development of a Standard Manifest to gather and track the same information in the same format. USTRANSCOM is leading a Joint Integrated Process Team (JIPT) comprised of representatives from the military Services, Joint Staff, the Transportation Coordinator's Automated Information for Movement System II (TC-AIMS II) and GTN program management offices, in order to develop a standard manifest to meet the CINCs' and military Services' ITV requirements. This year, the JIPT finalized the interim ITV requirements for unit move manifests to be used until TC-AIMS II is fully fielded. In FY00, the team will finalize standard ITV requirements associated with the use of TC-AIMS II.

ITV information systems

The quality of ITV will also be improved through the fielding of intermediate systems that "feed" GTN such as TC-AIMS II and GATES. TC-AIMS II is a joint effort of the military Services with the Army serving as excutive agent. It will provide unit mobility and installation transportation officers with unit move information for the Joint Operation Planning and Execution System (JOPES). TC-AIMS II will also exchange unclassified Unit Deployment Lists (UDL), Unit Movement Data (UMD), and Unit Equipment List (UEL) files with the Joint Force Requirements Generator II (JFRG II). GATES will automate cargo and passenger processes, ITV, and port management for Air Mobility Command mobility operations worldwide. GATES was implemented at 12 major aerial ports in FY99 and fielding will be complete by early FY00 with release of upgrades to

follow. Remote GATES (RGATES) will be fielded during FY00 to those smaller aerial ports that do not require all system features.

In addition to the efficiency of ITV "feeder" systems, USTRANSCOM is also working on adding to the quantity of available information through two new systems. First, the Transportation Automated Measuring Systems (TrAMS) is under development to improve ITV of cargo. TrAMS will capture transportation data such as transportation control numbers, line item numbers, model numbers, and provide vehicle weight measurements and center of balance calculations to speed the movement of high-priority cargo to crisis locations.

Second, speed of movement and quantity of information are critical for DOD medical patients, so USTRANSCOM is developing the TRANSCOM Regulating and Command and Control Evacuation System (TRAC2ES). TRAC2ES will combine transportation, logistics, and clinical decision elements into an information system capable of visualizing, assessing, and prioritizing patient movement requirements, assigning proper resources, and distributing relevant data to

efficiently deliver patients. In FY99, USTRANSCOM drafted the program's Operational Requirements Document (ORD) and developed key performance parameters. TRAC2ES will make maximum use of the Internet while maintaining and protecting patient privacy and troop strength figures. The system will replace the Defense Medical Regulating Information System and Automated Patient Evacuation System with Initial Operational Capability (IOC) by December 2000. At IOC, GTN will feed information to TRAC2ES, and at Full Operational Capability the two systems will share information.

While ITV is useful to unit mobility and installation transportation officers conducting separate, discrete movements, overall situational awareness is also critical for senior leadership. In FY99, USTRANSCOM began fielding an initiative to assist decisionmakers by providing a composite representation of the DTS. This initiative, called the Single Mobility System (SMS), bridges the gaps among the disparate Command, Control, Communications,and Computer Systems (C4S) utilized within the DTS. In FY99, SMS provided visibility and mission trading capability among the active, guard, and Reserve Air Force strategic airlift and aerial refueling communities. As development continues, SMS will include sea and land segments to provide a total Defense transportation picture for decisionmakers.

Process Improvement/ Force Modernization

The role of Information Technology (IT) at USTRANSCOM has moved beyond an enabler of our current procedures: it is introducing new processes to fundamentally change the way we are doing business. In order to maximize the alignment between IT investments and mission support, the USTRANSCOM Chief Information Officer (CIO) initiated a strategic planning session for the senior staff. This session was held in May 1999 and resulted in a plan published Sept. 1, 1999, that identifies the CIO goals to be attained in the next 500 days. For each CIO goal, strategic intent, objectives, milestones and performance measures were developed and linked to USTRANSCOM Strategic Planning and the requirements of our customers.

USTRANSCOM Process Improvement

In FY99, USTRANSCOM developed a baseline "as-is" Defense Transportation System Enterprise Architecture (DTS-EA) which included 23 transportation migration systems and selected financial and modeling/simulation systems. DTS-EA encompasses eight movement functional areas, from beginning to end, detailing movement requirements from reception to delivery.

A MTMC employee verifies container numbers while a Rough Terrain Container Handler (RTCH) off-loads railcars, during a TURBO Containerized Ammunition Distribution System (CADS) '99 exercise, at the Military Ocean Terminal Sunny Point (MOTSU), N.C.

These include deployment/ redeployment, sustainment, passenger movement, patient movement, cargo movement, vendor shipments, special missions, and personal property.

The DTS-EA was developed with the input and coordination of the TCCs, CINCs, military Services, and other DOD agencies and organizations. It is a document to support the Commander in Chief, USTRANSCOM (USCINCTRANS) and other decisionmakers in resolving programmatic issues. It can help eliminate or reduce duplicated functionality within transportation-related systems, save money, and improve availability of bandwidth processing capacity and time. In FY00, USTRANSCOM will develop an interactive DTS-EA web site and begin work on the target, or "to be," DTS-EA.

One key process improvement envisioned in DTS-EA is the deployment of Asynchronous Transfer Mode (ATM) technology to every desktop computer at USTRANSCOM. ATM will accommodate the merger of data, voice, imagery, and video with greater fault tolerance and survivability, and network speeds 50 to 100 times faster than experienced in today's typical

At Scott Air Force Base, Ill., Daniel R. Hill analyzes transportation information in the USTRANSCOM Mobility Control Center. (photo by SSgt. Jerry Bateman)

corporate network environment and 3,000 times faster than in today's typical home environment. In FY99, the computer network backbone at Scott AFB was upgraded to operate as a 100% ATM entity and the offices of USCINCTRANS now have live, studio-quality video delivered to desktops for collaborative, VTC-based planning sessions. This project is a multi-year effort with all Local Area Networks (LANs) to be 100% converted by FY02.

ATM directly supports a revolutionary step forward: the USTRANSCOM Electronic Business (E-Biz) strategy. The ability to manage vast amounts of information across all spectrums is essential to long-term success in executing USTRANSCOM's global mission. The E-Biz project will create a customizable portal or "electronic cockpit" that will change our information flow from isolated "stovepiped" client-server-based systems to bring

together all of the tools required by various directorates into a single electronic environment promoting global information sharing. In general, USTRANSCOM is creating an environment where work is done once and can be easily shared with others. The cockpit's underlying technology promotes continuity between strategic thought and operational actions by employing Public Key Infrastructure (PKI) for a single log-in capability and provides the database foundation for employing long-term concepts. Long-term objectives for this project include decision packaging and knowledge management capabilities tailored to DTS providers and customers, digital certificates to provide positive verification of user access privileges/permissions, and approval authority of actions. Additionally, an electronic workflow (e-WorkS) capability will electronically notify staff offices and action officers of suspended projects/tasks and provide the ability for document coordination and approval.

USTRANSCOM will also aggressively pursue approval of our Agile Transportation 2000 (AT2000) proposal. AT2000 is an Advanced

Concept Technology Demonstration (ACTD) that will identify and transition to operational use technologies that have the greatest potential to shape the future capabilities of the "ought to be" DTS of the 21st century. AT2000 will provide a structured approach to identifying and leveraging technology investments made by the U.S. Defense Advanced Research Projects Agency, (DARPA) and the military Services in the technology areas of: Data Management (creation of DTS requirements and assets database), Dynamic Planning and Execution (decision support), Automatic Identification Technology (leverage information feeds from AIT), Human/Computer Interfaces (environment to support decision support tools) and System Support (e.g., Local Area Networks (LANs) and connectivity to support ACTDs).

Process improvement at the TCCs

Within AMC, Mobility 2000 (M2K) is a cutting-edge program that will provide a near-real-time, global, end-to-end digital data link between AMC aircraft and command and control (C2) centers, to include the Federal Aviation Administration (FAA). This enterprise integration effort

U.S. Air Force personnel load a New Zealand military armor personnel carrier bound for East Timor inside a C-130 aircraft from the 517th Airlift Squadron, Elmendorf Air Force Base, Alaska, during Operation Stabilise at Darwin Royal Australian Air Force Base. The U.S. Air Force is providing logistics, communications, and planning support to International Forces East Timor. (photo by Master Sgt. Val Gempis)

will provide rapid, accurate and detailed air mobility mission status information so AMC will be able to more efficiently track "what, when, where and why" as daily logistics events occur. AMC will be able to manage resources more like commercial airlines and upgrade as commercial practices change.

The initiative consists of three critical subcategories: Aircraft Enabling Technology, Communication Pipeline, and Integrated Flight Management (IFM) with Collaborative Decision-Making (CDM). Aircraft enabling technologies, such as the Aircraft Communication Addressing and Reporting System (ACARS), will provide the vital real-time data link using standardized dispatch-type Airline Operations Center message schemes. The IFM portion

focuses on the flight manager, who will use CDM tools to interact with the flight crew, FAA and AMC en route C2 systems. The flight manager will have access to fully integrated telecommunications suites, near-real-time automatic position surveillance, enhanced computer flight planning support, electronic flight plan filing, near-real-time mission rerouting/retasking, weather reports, airfield data, and fused "layered/filtered" information displays to solidify the partnership between TACC mission controllers and aircrews.

Moreover, having finger tip access to a digital data link will improve effectiveness across the full spectrum of missions, including combat. It will also improve safety and avoid many unnecessary costs. When real-time political decisions drive

real-time warfighting decisions, AMC needs real-time C2 to execute them. M2K will provide that information. It will further link AMC to the global network and to air traffic control systems, allowing integrated flight management and collaborative decisionmaking.

To operate in the Global Air Traffic Management (GATM) environment, AMC is committing more than $6 billion to modernize its fleet of aircraft avionics and communications systems. AMC discovered that for an additional $160 million they could solve the real-time C2 problem. M2K will rapidly alert mobility agencies of potential problems with crewmember status, load details and diplomatic clearances. It will also offer solutions to mission planners by matching mission scheduling capability with transportation requirements and select the best aircraft for each mission. The new system will provide alternate delivery dates, submit and adjust air traffic control flight plans and alert AMC units of any changes in their schedules. After matching the right aircraft with mission requirements, M2K will record mission status, discrepancies, performance and readiness for AMC officials.

M2K will also be customer-user friendly. It will access detailed load planning data and be able to rapidly calculate changes for aircrews when needed. It will track aircraft position for any given mission which will improve arrival/departure notifications and airdrop/formation reporting.

AMC plans to have a prototype system installed, tested and in place by mid-2000 with the system fully operational by 2003, ensuring that AMC can operate in the GATM environment. The end of FY99 marked the first anniversary of the Worldwide Express (WWX) contract. The contract, now in its first option year, provides international express delivery service for shipments up to 150 lbs. In partnership with the General Services Administration, all DOD agencies must utilize WWX for qualifying shipments. This "buying power" has produced price breaks for aggregated shipments. Expansion of WWX in the new millenium is contingent on the full participation of all Services and cooperative efforts with our partnered CRAF carriers.

AMC is reengineering Aeromedical Evacuation (AE) in response to challenges posed by aging airfames, changes in patient requirements, the development of DOD's TRICARE programs, and the evolution of the U.S. Air Force's Expeditionary Aerospace Force (EAF) concept. An AE Tiger Team is currently reviewing the existing AE system and is focused on developing a single, integrated, requirements-based system that operates effectively in peace and war.

At MTMC, a major process change is underway as part of Management Reform Memorandum 15 (MRM 15), a program for "Reengineering Defense Transportation

A 10-K loader carries pallets of equipment for Exercise Cobra Gold '99 to a holding area at Korat Royal Thai Air Force Base, Korat, Thailand. (photo by SrA Diane S. Robinson)

Documentation and Financial Processes." The USTRANSCOM Joint Transportation Corporate Information Management Center (JTCC) laid the groundwork for MRM 15 by providing recommendations for express and surface shipping of truckload/less-than-truckload prototypes. At the end of FY99 USTRANSCOM's Operations and Logistics Directorate established the MRM 15 Project Management Office at MTMC. The program will overhaul DOD's transportation and payment process and make it easier for companies to conduct business with the government. MRM 15 uses PowerTrack, an online payment and transaction tracking system, which reduces payment cycles to carriers from 60 to three days. PowerTrack provides instant access to shipment data for both carriers and shippers. In addition, it eliminates the need for reconciling freight bills and invoices and guarantees timely payments.

By the end of FY99, 77 DOD shipping activities, in partnership with 76 commercial carriers, implemented PowerTrack to pay freight bills. The plan is to install PowerTrack at all CONUS shipping activities

by September 2000. Testing of PowerTrack for airlift, sealift, and Third-Party Logistics (3PL) will also begin through 2000 to provide electronic shipping instructions, electronic data interchange, and fast, accurate payment to carriers.

To support MRM 15, MTMC has inaugurated a 3PL project with the Defense Logistics Agency (DLA). The prototype, currently in the developmental stage, will evaluate use of a third party (commercial) provider to move domestic freight shipments—instead of arranging and paying for freight transportation service, within the Continental United States (CONUS). Once the contract is awarded in FY00, the provider will handle freight shipments originating in Alabama, Florida and Georgia. The project will test 3PL's potential to modernize the transportation community's financial and documentation processes.

Force modernization

While USTRANSCOM's processes may improve, they ultimately depend on power projection platforms such as ocean and aerial ports, and the aircraft and ships that do the real "hauling."

Improvements through 2005

MTMC is conducting a thorough review of power projection platforms under the Army's Deputy Chief of Staff for Logistics' Army Strategic Mobility Program (ASMP). MTMC continues to study infrastructure needs to support ASMP deployment timelines, and monitoring ASMP project submittals which resulted in an $11 million cost avoidance during FY99. MTMC also supported a Program Manager - Ammunition Logistics Strategically Configured Loads Study to address the Mobility Requirements Study-Bottom Up Review Update 2005 objective of containerizing unit equipment. The Study established a concept of operations and estimated the cost for an Intermediate Stuffing Installation and additional facilities and equipment required at the 15 power projection platforms.

AMC is working with the North Atlantic Treaty Organization (NATO), Japanese government, Korean government, DLA, U.S. Air Force commands in the Pacific and Europe, and other organizations to invest heavily in strategic en route air bases. These initiatives are improving fuel storage and

delivery systems, aircraft parking areas, and support facilities to ensure mission requirements are met at critical throughput locations. Over $400 million in fuels projects alone are included in DLA's plans for FY00-05. U.S., NATO, and non-governmental payment in kind (NGPIK) programs are funding strategic airlift projects in Germany and Spain. Various Japan Facilities Improvement Program (JFIP) projects are improving strategic airlift capabilities throughout Japan. All told, USTRANSCOM is making significant progress toward fixing the infrastructure and facilities that support strategic airlift mobility throughout the world. However, USTRANSCOM and its partners must "stay the course" and continue to look for ways to fund all en route requirements to help guarantee readiness.

Inherent in AMC's ability to accomplish its mission is its reliance on a modern air fleet. Forging ahead means not only continuing the purchase of C-17 Globemaster III aircraft, the newest of the airlift fleet, but also updating the existing C-5 Galaxy fleet. The venerable C-5 fleet will receive new avionics, flight controls and engines. The other aging

The boom operator, from the 351st Air Refueling Squadron based at RAF Mildenhall, UK, watches as an F-16C/J Fighting Falcon approaches for in-flight refueling during NATO Operation Allied Force on March 31, 1999. (DoD photo by Tech. Sgt. Brad Fallin, U.S. Air Force.

aircraft fleets—the C-130 and KC-135—are also undergoing avionics modernization programs. In addition, all AMC aircraft must meet the new Global Air Traffic Management (GATM) requirements to ensure worldwide capability.

MSC is expanding its fleet of Large, Medium Speed Roll-On/Roll-Off (LMSR) ships. By the year 2002, 19 LMSRs (14 new builds, and five conversions already operational) will be in the MSC fleet, contributing a total of 2.3 million additional square feet of cargo capacity to the Prepositioning Program and 3 million additional square feet to the surge fleet. This force modernization adds tremendous capability to DOD's global mobility and deterrence posture. Each of these new vessels is capable of carrying more than

385,000 square feet of cargo on six cargo decks and provides roll-on/roll-off capability via slewing stern ramps and movable ramps that service side ports.

2005 and beyond…

Emerging operational concepts suggest that innovative, high-speed platforms could perform critical maneuver and sustainment tasks enhancing DOD power-projection capability and allowing U.S. forces to increase their operational and logistical flexibility. One way in which USTRANSCOM is preparing to face the strategic military mobility challenges of tomorrow, is through the Center for the Commercial Deployment of Transportation Technologies (CCDoTT). CCDoTT is a DOD-funded consortium of public, private, and

academic activities that seeks to leverage commercial technologies in solving defense transportation infrastructure problems. They also conduct research and development for defense transportation infrastructure initiatives and provide a technology transfer/dual use bridge between the DOD and commercial world. The CCDoTT efforts are focused on actively identifying, exploring, and fostering advanced, synergistic, and evolving transportation technologies with a systems "end-to-end" approach to transportation processes. Current CCDoTT initiatives include High Speed Sealift, Agile Ports, and Rapid Deployment Technologies. CCDoTT initiatives will work in tandem with other USTRANSCOM projects to create a synergy for the future of global transportation. Several initiatives currently being examined by USTRANSCOM, which could significantly improve the DTS, force projection, and sustainment, include:

< High Speed Sealift (HSS). USTRANSCOM continues to examine the potential of commercially viable, militarily useful HSS platforms to enhance DOD power projection capabilities. HSS technologies could accelerate the

movement of high priority personnel, equipment, and sustainment supplies to crisis and conflict locations. This will enable the DTS to facilitate rapid entry into a theater of operation across the entire spectrum of military operations. HSS vessels are rapidly becoming possible through increased performance efficiencies in hull designs and innovative power plants. Promising and proven technologies include waterjet propulsion systems and hull designs such as planning and slender monohulls, small waterplane area twin hull, multi hull (e.g., catamaran), and surface effect ships.

< Advanced Airlift Concepts. USTRANSCOM is researching and keeping abreast of many new concepts in airlift technology. They include: Ultra-Large Airships which promise to carry up to 2 million pounds 4,000 nautical miles; Common Air Transport which uses detachable pods to speed throughput and allow the change of mission type by simply attaching a different pod, airlift to air refueling for example; Boeing's Blended Wing Concept; Tilt Rotor technology that builds on the V-22, but in a C-130 equivalent size; Sea Planes; and finally, in the commercial sector, AirBus's A3XX,

which in 2004 will be the largest aircraft ever built.

< Agile Port (AP). To realize the full potential of emerging high-speed lift concepts, improved air/ocean transit times cannot be sandwiched by constrained ports with limited throughput at the ports of embarkation and debarkation. Ports are one of many nodes in the end-to-end transportation system, with several issues (environmental, port congestion, channel/berth depth, landside access, gate processing, aging infrastructure, and labor) affecting the ability of ports and terminals to rapidly process military cargo. The term "Agile Port" refers to the integration of the physical port and terminal configuration designs with material and information handling to permit cargo to pass through more rapidly than in current practices. An agile port uses state of the art material and cargo handling technologies and tagging, tracking, and information management systems. It uses technologies to expand the ability of commercial terminals to quickly accommodate military cargo, minimize the impact on commercial transportation from military surge deployments, and improve the ability of terminals to accommodate a

variety of ship types. USTRANSCOM is examining several avenues to address challenges facing our ports. Among them are a lightweight, deployable automated vehicle weighing and measuring system (TrAMS), a marine-rail interface (intermodal sorting done off-pier at an inland site, with a dedicated rail corridor to the terminal facility), and improved Automatic Identification Technology (AIT) capabilities. The associated benefits of an Agile Port are increased port throughput, decreased port congestion, increased port mobilization capabilities, and increased asset visibility.

< Transportation Automated Measuring System (TrAMS). In addition to its role as an ITV "feeder" system, TrAMS is an integral component of the agile port concept. TrAMS provides two key capabilities. First, by automating the weighing, measuring, and center of balance calculations, TrAMS reduces manpower requirements during this pre-deployment activity and ensures accurate calculations for air/sea load planning. Second, by capturing real time transportation data, TrAMS provides the capture of accurate data base information necessary for ITV. TrAMS will inter-

face with DOD data bases such as the Transportation Coordinator's Automated Information for Movement System II (TC-AIMS II) and provide the capability to update the Joint Operation Planning and Execution System (JOPES) data bases in near real time. TrAMS will be used at Power Projection Platforms (PPP), Power Support Platforms (PSP), and selected aerial/sea ports of embarkation and Outside the Continental United States (OCONUS) theater-designated redeployment sites. TrAMS will reduce loading times, allow for more optimal lift asset utilization, and enhance ITV.

< Command and Control of the Future Defense Transportation System. Technological innovation will provide USTRANSCOM with the ability to function as an integrated, yet dispersed staff. The internet already forms the backbone of our ability to work together (i.e., "collaborate") and evolving browser technologies will support rapid development and integration of an extensive suite of collaboration tools. Also, many of today's data technologies will transform disparate data bases into readily available information resources that will improve the decisionmak-

ers' ability to convert system awareness and information to knowledge and action. Shared maps, interactive briefings, and computer telephony are examples of technology that will allow for group deliberation using situational knowledge depicted on a commonly held Transportation Common Operating Picture.

< Advanced Logistics Project (ALP). Defense Advanced Research Projects Agency's (DARPA's) ALP is focused on using "cluster technology" and "intelligent agents" to automate decisions that our best transportation experts currently make to develop Time-Phased Force and Deployment Data (TPFDD). Whereas today's TPFDD development is an iterative, time-consuming process, ALP is intended to provide the architecture that will allow collaborative and quick TPFDD development.

< Joint Logistics Advanced Concept Technology Demonstration (JL ACTD). The JL ACTD provides a mission-focused link between the operations and logistics communities. The ACTD is developing and migrating interoperable web-based Logistics Joint Decision Support Tools (JDSTs) to the Global Combat Support System (GCSS). The JDSTs will

provide the warfighter and logistician with the ability to quickly develop and evaluate alternative logistics concepts to support the warfighters' possible Courses of Action (COA). In addition, the JDSTs will provide a means of monitoring the execution of logistics operations in a visualization-rich environment that supports a fused picture of the battlespace. The JDSTs can also be used to compare planned logistics unit support capabilities with actual capabilities at specific transportation nodes over time. The JDSTs give the warfighter timely visibility over logistics operations to ensure a more effective use of scarce logistics resources.

< Joint Theater Logistics Advanced Concept Technology Demonstration (JTL ACTD). The JTL ACTD is intended to provide an experimental environment where logisticians can evaluate maturing joint decision support tools and technologies to determine their worth for increased operational capability. The JTL ACTD will develop and demonstrate advanced web-based technologies, software tools, and protocols that will produce a near real time capability to improve the communication, coordi-

nation and collaboration between operations and logistics warfighters during planning and execution of joint force operations. Achieving this objective and incorporating these technologies into the joint planning and execution process will improve commanders' confidence in the logistics pipeline and help reduce reliance upon the buildup of large logistics stockpiles within an area of operation. The ultimate vision of capability to be provided by JTL is that decision support tools and data will be accessible to users across the entire planning and execution spectrum from all echelons of command including the unified commands to tactical-level commands in the field.

The Future: Global Transportation in Peace and War

USTRANSCOM is focused on making improvements to meet the future challenges of global transportation in peace and war. This effort is exemplified by MSC's 2010 Vision, developed in FY99: To be the leader in delivering innovative maritime solutions supporting national security objectives. MSC 2010 teams are looking to mold their work force

to the mission by improving career development, employee rewards, recognition within MSC and exploring options for crewing ships with civilian mariners. The same effort aims to enhance the MSC/USTRANSCOM relationship while also furthering management of knowledge, better business and strategic planning. MSC 2010 is devising the most efficient and effective organization to support introduction of ships into MSC. MSC is also studying whether to create an Executive Steering Committee to establish corporate policy, make corporate business decisions, and approve corporate planning documents. Customer service is the primary focus in all of these activities. Our customers have their own challenging, evolving missions. USTRANSCOM will continue to reach out to listen and learn more about customer plans and capabilities in order to launch new services at the moment they are needed. We will also continue to keep abreast of changes in the commercial marketplace to leverage industry capabilities and adopt new ideas as well.

Crises will also continue; "if" and "when" are unclear but the primary concern at USTRANSCOM is "if" we will find new ways to meet these crises and have those changes implemented "when" they are needed.

USTRANSCOM's achievements in FY99 show that we were ready when needed. It is reassuring that our past plans came to fruition to meet the challenges of today, and our ongoing preparations hold promise for the future.

Ultimately, our people will make the difference in these preparations. The men and women of USTRANSCOM understand the importance of their mission and are dedicated to meeting the challenges of tomorrow. We ask you to help us improve our ability to provide global transportation in peace and war—and to serve our great nation.

Appendix A: Operational Data Supplement

Please note: This data is a supplement to that discussed in the Operational Cargo, Passenger, and Performance Data *section of the chapter* Fiscal Year 1999... in Peace and War *in this report. Some of the data are for programs that are not in the Transportation Working Capital Fund (TWCF).*

Joint Operational Support Airlift Center Data

JOSAC had 39,532 requests for airlift. Of these, 30,568 were supported for a 77% support rate.
Of 105 requests for Priority 1 airlift, JOSAC supported 105 for a 100% support rate.

JOSAC Total Requests vs. Support for each military Service, Priority 2 & 3 - FY99

	Priority 2		Priority 3	
USAF - Requested	3291		6527	
- Supported	3128	(95%)	3730	(57%)
USA - Requested	6704		11857	
- Supported	6246	(93%)	8984	(76%)
USN - Requested	3368		4083	
- Supported	3132	(93%)	2291	(56%)
USMC - Requested	1403		1864	
- Supported	1177	(84%)	1445	(78%)

JOSAC Support for Unified Commanders in Chief (all missions were Priority 2) - FY99

USSTRATCOM	88
USTRANSCOM	78
USSPACECOM	70
USJFCOM	13
USPACOM	12
USSOUTHCOM	12
USCENTCOM	20
USEUCOM	2
USSOCOM	35
TOTAL	330

JOSAC Total Passengers, by military Service - FY99

USAF	23 ,394
USA	81,856
USN	157,866
USMC	24,861
TOTAL	287,977

Global Patient Movement Requirements Center Data

**GPMRC Patients moved,
by Customer - FY99**

Air Force	3148
Army	2690
Navy/Marines	1910
Coast Guard	50
Dependent of SM	2004
DOD Civilian	38
Retired & Dependents	2112
VA	8
USPHS	2
Foreign Nationals	4
Others	52
Total	12018

**GPMRC Missions,
by Precedence - FY99**

Urgent	16
Priority	10
Routine	1068
Total	1094

**GPMRC Patient Evacuations
by Precedence - FY99**

Urgent	92
Priority	92
Routine	11834
Total	12018

Military Traffic Management Command Data

MTMC cargo data

MTMC cargo data: by customer, by commodity

FY99 MTMC Liner Ocean Transportation Program[1]

(Total Cargo Moved, by Program, by Major Customer, by Commodity Code in M/Ts[3])

	Subsistence Cargo wcc: 100-199	Bulk Cargo wcc: 200-299	Privately Owned Vehicles wcc: 300-359	Household Goods Cargo wcc: 360-399	Ammunition & Hazardous Cargo wcc: 400-499	General Cargo wcc: 500-799	Special Cargo wcc: 800-899	Unspecified Cargo[3]	Total Cargo
DTS Service/Customer[1]									
Army	19,302	5,210	80,521	38,849	8,424	390,257	177,334	14	719,912
Navy	5.101	260	41.691	61.547	3.011	178.282	25.466	166	315.524
Air Force	10,501	299	70,688	44,813	3,508	170,589	59,124	372	359,895
Marine Corps	3.251	0	5.605	9.456	580	51.816	8.957	146	79.810
Defense Logistics Agency (DLA)	73,965	363	370	213	2,268	373,127	25,263	600	476,169
Defense Commissary Agency (DeCA)	199.915	4.432	114	131	162	491.672	0	0	696.426
Army and Air Force Exchange Service (AAFES)	63,914	489	45	19	163	830,397	152,978	35	1,048,040
Navy Exchange Service Command (NEXCOM)	17.630	32	19	44	2.415	215.557	1.091	0	236.787
Other	1,528	5	8,974	8,357	3,064	56,258	75,915	3,388	157,490
Total	395.105	11.091	208.028	163.430	23.595	2.757.956	526.128	4.720	4.090.053

Source: FY99 MTMC Financial Management System (FMS) Sales Accrual files (235050A)

Footnotes:

1 - Liner Ocean Transportation Program cargo identified as shipment Cargo Commodity Code greater than or equal to 01 and less than or equal to 19 but not equal to 10

2 - DTS Service/Customer identified by Source of Revenue Code

3 - One Measurement Ton (M/T) is equal to 40 Cubic Feet

4 - MILSTAMP Water Commodity Code (WCC) was missing or invalid

FY99 MTMC Global Privately Owned Vehicle (POV) Contract (GPC) Program[1]

(Total Cargo Moved, by Program, by Major Customer, by Commodity Code in M/Ts[3])

DTS Service/Customer[1]	Subsistence Cargo wcc: 100-199	Bulk Cargo wcc: 200-299	Privately Owned Vehicles wcc: 300-359	Household Goods Cargo wcc: 360-399	Ammunition & Hazardous Cargo wcc: 400-499	General Cargo wcc: 500-799	Special Cargo wcc: 800-899	Unspecified Cargo[3]	Total Cargo
Army	426	184	291,995	10	0	0	62	-17,659	275,017
Navy	10	0	101,793	12	0	0	0	13	101,828
Air Force	123	208	142.846	29	0	0	0	96	143.302
Marine Corps	30	21	20,238	24	0	0	0	0	20,313
Defense Logistics Agency (DLA)	33	45	764	13	0	0	0	36	892
Defense Commissary Agency (DeCA)	0	0	356	0	0	0	0	0	356
Army and Air Force Exchange Service (AAFES)	0	0	17	0	0	0	0	0	17
Navy Exchange Service Command (NEXCOM)	0	0	0	0	0	0	0	0	0
Other	0	0	18.134	0	0	0	0	37	18.170
Total	622	458	576.144	88	0	0	62	-17.477	559.896

Source: FY99 MTMC Financial Management System (FMS) Sales Accrual files (235050A)

Footnotes: 1 - Global POV Contract (GPC) Program cargo identified as shipment Cargo Commodity Code equal to 63

2 - DTS Service/Customer identified by Source of Revenue Code   3 - One Measurement Ton (MTON) is equal to 40 Cubic Feet

4 - MILSTAMP Water Commodity Code (WCC) was missing or invalid

FY99 MTMC Port Operations Program[1]

(Total Cargo Moved, by Program, by Major Customer, by Commodity Code in M/Ts[3])

DTS Service/Customer[1]	Subsistence Cargo wcc: 100-199	Bulk Cargo wcc: 200-299	Privately Owned Vehicles wcc: 300-359	Household Goods Cargo wcc: 360-399	Ammunition & Hazardous Cargo wcc: 400-499	General Cargo wcc: 500-799	Special Cargo wcc: 800-899	Unspecified Cargo[3]	Total Cargo
Army	15.379	2.844	90.399	-5.116	294.472	361.363	1.336.971	183.875	2.280.188
Navy	987	2,448	27,339	1,897	1,622	62,066	46,931	1,210	144,499
Air Force	3.509	0	81.913	12.099	130.487	254.747	279.095	1.826	763.676
Marine Corps	746	0	4,211	643	70,415	110,851	269,071	65	456,003
Defense Logistics Agency (DLA)	11.502	54	952	381	2.507	72.933	66.634	1	154.965
Defense Commissary Agency (DeCA)	18,021	147	84	0	123	46,950	130	0	65,456
Army and Air Force Exchange Service (AAFES)	9,318	95	72	0	259	86,500	35,524	-21,195	110,574
Navy Exchange Service Command (NEXCOM)	1,562	0	19	0	2,763	18,031	4,030	0	26,406
Other	2.694	0	20.733	21.029	149.818	225.706	570.124	-27.217	962.887
Total	63,717	5,589	225,722	30,933	652,466	1,239,149	2,608,511	138,566	4,964,653

Source: FY99 MTMC Financial Management System (FMS) Sales Accrual files (235050A)

Footnotes:

1 - Port Operations Program cargo identified as shipment Cargo Commodity Code equal to 10 or greater than or equal to 20 but not equal to 63

2 - DTS Service/Customer identified by Source of Revenue Code   3 - One Measurement Ton (MTON) is equal to 40 Cubic Feet

4 - MILSTAMP Water Commodity Code (WCC) was missing or invalid

MTMC cargo data: by region

Please note:
Only Inter-Regional charts are provided here due to peculiarities with the Port Operations Program stevedoring workload. In many cases the workload associated CONUS movements is double counted since we have entries for stevedoring at both the CONUS port of embarkation and the farside port of debarkation. In cases where CONUS is shown as the destination region, this workload is associated with exercises and preposition ship cargo rotations.
Liner Ocean Transportation Program data do not include the majority of international Personal Property cargo movements since in most cases this class of cargo is not billed through the TWCF. Additionally, these numbers do not include the majority of Privately Owned Vehicle (POV) cargo movements that are separately billed under the GPC program.
GPC Program data pertain to cargo volume for POV movements that were handled by the GPC contractor and were billed through the TWCF during FY99.

FY99 MTMC Liner Ocean Transportation Program[1]

(Total Cargo Moved, by Program, for each Supported CINC in M/Ts[2]: *Inter-Regional*)

Cargo Origination Region	Destination Region							
	USJFCOM	USCENTCOM	USEUCOM	USSOUTHCOM	USPACOM	CONUS	Unassigned[3]	Total
US Joint Forces Command (USJFCOM)	0	0	1,420	0	0	32,491	0	33,911
US Central Command (USCENTCOM)	21	18,860	3,249	21	757	13,855	0	36,764
US European Command (USEUCOM)	3,698	14,801	206,712	42	1,032	159,192	0	385,477
US Southern Command (USSOUTHCOM)	0	470	1,628	50,234	1,623	97,910	0	151,865
US Pacific Command (USPACOM)	0	3,543	378	0	135,411	165,270	0	304,603
Continental United States (CONUS)	59,096	69,786	1,232,961	248,668	1,566,228	0	684	3,177,424
Unassigned	0	0	0	0	0	11	0	11
Total	62,814	107,461	1,446,349	298,965	1,705,052	468,727	684	4,090,053

Source: FY99 MTMC Financial Management System (FMS) Sales Accrual Files (235050A)

General: This data represents the workload breakdown by program for the origin and destination of the cargo movement. In the case of the Liner Ocean Transportation program, these numbers represent actual cargo movements.

1 - Liner Ocean Transportation Program cargo identified as shipment Cargo Commodity Code greater than or equal to 01 and less than or equal to 19 but not equal to 10

2 - One Measurement Ton (M/T) is equal to 40 Cubic Feet

3 - During FY99 the following geographic areas were not assigned to a CINC's area of responsibility: Canada, Mexico, Russia, Turkmenistan, Uzbekistan, Kazakhstan, Kyrgystan, Tajikistan, and Antarctica.

FY99 MTMC Global POV Contract (GPC) Program[1]

(Total Cargo Moved, by Program, for each Supported CINC in M/Ts[2]: *Inter-Regional*)

Cargo Origination Region	Destination Region							
	USJFCOM	USCENTCOM	USEUCOM	USSOUTHCOM	USPACOM	CONUS	Unassigned[3]	Total
US Joint Forces Command (USJFCOM)	0	0	0	0	0	0	0	0
US Central Command (USCENTCOM)	0	0	0	0	0	0	0	0
US European Command (USEUCOM)	417	0	1,019	394	2,531	151,801	0	156,162
US Southern Command (USSOUTHCOM)	9	0	211	0	229	8,483	0	8,932
US Pacific Command (USPACOM)	98	0	2,369	265	3,311	95,553	0	101,597
Continental United States (CONUS)	7,343	0	163,889	13,088	108,885	0	0	293,205
Unassigned	0	0	0	0	0	0	0	0
Total	7,867	0	167,488	13,747	114,957	255,837	0	559,896

Source: FY99 MTMC Financial Management System (FMS) Sales Accrual Files (235050A)

General: This data represents the workload breakdown by program for the origin and destination of the cargo movement. In the case of the GPC program, these numbers represent actual cargo movements.
1 - Global POV Contract (GPC) Program cargo identified as shipment Cargo Commodity Code equal to 63

2 - One Measurement Ton (M/T) is equal to 40 Cubic Feet

3 - During FY99 the following geographic areas were not assigned to a CINC's area of responsibility: Canada, Mexico, Russia, Turkmenistan, Uzbekistan, Kazakhstan, Kyrgystan, Tajikistan, and Antarctica.

FY99 MTMC Port Operations Program[1]

(Total Cargo Moved, by Program, for each Supported CINC in M/Ts[2]: *Inter-Regional*)

Cargo Origination Region	USJFCOM	USCENTCOM	USEUCOM	USSOUTHCOM	USPACOM	CONUS	Unassigned[3]	Total
			Destination Region					
US Joint Forces Command (USJFCOM)	0	0	104	0	0	15.405	0	15.509
US Central Command (USCENTCOM)	0	74,339	2,065	0	1,379	1,971	0	79,754
US European Command (USEUCOM)	1.069	25.668	691.328	55	6.409	459.407	0	1.183.935
US Southern Command (USSOUTHCOM)	0	0	55	73,934	10	393,342	0	467,341
US Pacific Command (USPACOM)	0	686	47	6.322	142.214	328.841	0	478.110
Continental United States (CONUS)	26,122	295,705	610,216	479,937	587,026	740,357	641	2,740,005
Unassigned	0	0	0	0	0	0	0	0
Total	27.190	396.398	1.303.816	560.248	737.037	1.939.323	641	4.964.653

Source: FY99 MTMC Financial Management System (FMS) Sales Accrual Files (235050A)

General: This data represents the workload breakdown by program for the origin and destination of the cargo movement. In the case of the Port Operations program, these numbers represent stevedoring associated with actual cargo movements, exercises, or preposition ship cargo rotations.

Footnotes:

1 - Port Operations Program cargo identified as shipment Cargo Commodity Code equal to 10 or greater than or equal to 20 but not equal to 63

2 - One Measurement Ton (M/T) is equal to 40 Cubic Feet

3 - During FY99 the following geographic areas were not assigned to a CINC's area of responsibility: Canada, Mexico, Russia, Turkmenistan, Uzbekistan, Kazakhstan, Kyrgystan, Tajikistan, and Antarctica.

MTMC performance data

MTMC

Performance Measure	Goal	FY 99 Estimate
Response to Customer Requirements (Freight)	97%	97%
Containers Lifted	90%	90%
Completeness of Ocean Cargo Manifests	90%	95%
Timeliness of Ocean Cargo Manifests	80%	83%
Timeliness of ATCMDs	80%	69%
Accuracy of ATCMDs	90%	93%
Water Port Hold Time (UMMIPS)	90%	96%

MTMC Performance Effectiveness Measure Definitions

Title	Description
Response to Customer Requirements (Freight)	Measures the percentage of solicitation awards that meet agreed upon start-up dates. The data is provided by all action officers that receive and process shipment requests. It is a manual process.
Containers Lifted	Measures the percentage of containers that are lifted to the vessel according to the booking with the ocean carrier. This is measured by comparing the booking with the ocean carrier against the ocean manifest for the actual vessel sailing. The source for the information is the Worldwide Port System (WPS) database.
Completeness of Ocean Cargo Manifests	Measures percentage of cargo not included on the original manifest. The source for the information is the Worldwide Port System (WPS) database. It is an automated process.
Timeliness of Ocean Cargo Manifest	Measures percentage of time the manifest is not produced IAW MILSTAMP time standards. The source of the information is the Worldwide Port System database. This is an automated process.
Timeliness of ATCMDs	Measures percentage of time Advanced Transportation Control and Movement Document (ATCMD) was not provided to the POE. The source of this information is the Worldwide Port System database. It is an automated process.
Accuracy of ATCMDs	Measures the accuracy percentage of ATCMDs provided to the POE. The source of this information is the Worldwide Port System database. It is an automated process.
Water Port Hold Time (UMMIPS)	Measures percentage of manifested cargo not meeting UMMIPS standards. The source for this information is the Worldwide Port System database.

Military Sealift Command Data

MSC cargo data

MSC cargo data: by customer, by commodity

TOTAL CARGO MOVED BY MSC BY PROJECT BY MAJOR CUSTOMER BY COMMODITY CODE

	TOTAL FY 1999	AIR FORCE	ARMY	NAVY	MARINES	OTHER
Cargo Project -						
Commercial Vessels						
HOUSEHOLD GOODS	175	20	5	125	25	
REEFER	5,221	107	118	4,583	0	413
BULK	650		18	620		12
POVS	21		21			
AMMUNITION	124,359	5,973	96,800	1,268	711	19,606
GENERAL	263,165	30,184	44,606	96,400	2,480	89,495
RETRO EMPTY CONEX	0					
SPECIAL	719,320	30,827	275,842	20,792	11,724	380,135
AIRCRAFT	23,702		22,241			1,461
TOTAL MSC CARGO M/T's	1,136,613	67,111	439,651	123,788	14,941	491,122 (a)
Cargo Project -						
Government-owned Vessels						
REEFER	973				1	972
AMMUNITION	2,692		1,760	31		901
GENERAL	65,361		33,719	628	2,244	28,770
SPECIAL	460,447		200,720		5,438	254,289
AIRCRAFT	22,319		22,319			
TOTAL FSS M/T's	551,792		258,518	659	7,683	284,932 (a)
-						
POL Tanker Project						
DISTILLATE	55,632					55,632
MOTOR GASOLINE/80	55,254					55,254
MOTOR GAS UNLEADED	12,608					12,608
JET FUEL OIL #5	1,566,729					1,566,729
THERMO STABLE	2,572,975					2,572,975
DIESEL OIL	1,809,230	58,157				1,751,073
DISTILLATE (CLEAN)	48,415					48,415
KEROSENE	88,634					88,634
TOTAL L/T's	6,209,477	58,157				6,151,320 (b)

(a) "Other" is predominantly JCS cargo

(b) "Other" is Defense Energy Supply Agency

MSC Cargo Project - Commercial Chartered Vessels, for each supported CINC, by military Service - FY99

CONUS-OUT (M/Ts)

	US SOUTHCOM	US EUCOM	US CENTCOM	US PACOM	US JFCOM	TOTAL
ARMY	91,313	15,932		49,216	5,708	162,169
NAVY	11,257			8,837	9	20,103
MARINES				6,946		6,946
AIR FORCE	189	1,182	15,330	11,470	4,235	32,406
OTHER	144,153	7,124		48,551	959	200,787
TOTAL	246,912	24,238	15,330	125,020	10,911	422,411

CONUS-IN (M/Ts)

	US SOUTHCOM	US EUCOM	US CENTCOM	US PACOM	US JFCOM	TOTAL
ARMY	29,379		2,979	75,759		108,117
NAVY	7,759			6,783		14,542
MARINES				6,510		6,510
AIR FORCE		279	37	4,529		4,845
OTHER	65,564	21,863		13,974	14,535	115,936
TOTAL	102,702	22,142	3,016	107,555	14,535	249,950

INTER-REGIONAL (M/Ts)

	US SOUTHCOM	US EUCOM	US CENTCOM	US PACOM	US JFCOM	TOTAL
ARMY				58,375	110,990	169,365
NAVY				89,138	5	89,143
MARINES				1,485		1,485
AIR FORCE		2,985	10,592	15,844	439	29,860
OTHER	29,645	5,992	639	57,052	81,072	174,400
TOTAL	29,645	8,977	11,231	221,893	192,506	464,252

MSC Cargo Project - Government-owned Vessels, for each supported CINC, by military Service - FY99

CONUS-OUT (M/Ts)

	US SOUTHCOM	US EUCOM	US CENTCOM	US PACOM	TOTAL
ARMY		16,654	16,058	292	33,004
NAVY			73	533	606
MARINES	7,683				7,683
OTHER	4,294	3,448	84,283	17,843	109,868
TOTAL	11,977	20,102	100,414	18,668	151,161

CONUS-IN (M/Ts)

	US SOUTHCOM	US EUCOM	US CENTCOM	US PACOM	TOTAL
ARMY		60,225		46,209	106,434
OTHER		52,290	19,716	26,671	98,677
TOTAL		112,515	19,716	72,880	205,111

INTER-REGIONAL (M/Ts)

	US SOUTHCOM	US EUCOM	US CENTCOM	US PACOM	TOTAL
ARMY	45,728	43,498	29,854		119,080
NAVY				53	53
OTHER		50,051	1,271	25,065	76,387
TOTAL	45,728	93,549	31,125	25,118	195,520

MSC POL Tanker Project, for each supported CINC, by military Service - FY99

CONUS-OUT (M/Ts)

	US SOUTHCOM	US PACOM	US CENTCOM	US JFCOM	TOTAL
AIR FORCE	36,074				36,074
DESC*	984,914	775,153		38,367	1,798,434
TOTAL	1,020,988	775,153		38,367	1,834,508

CONUS-IN (M/Ts)

	US SOUTHCOM	US PACOM	US CENTCOM	US JFCOM	TOTAL
DESC*	348,785	155,415	309,956		814,156
TOTAL	348,785	155,415	309,956		814,156

INTER-REGIONAL (M/Ts)

	US SOUTHCOM	US PACOM	US CENTCOM	US JFCOM	US EUCOM	TOTAL
AIR FORCE		1,899			20,184	22,083

Total MSC Cargo by Customer, Government Owned Contractor Operated (GOCO) - FY99

PROGRAM	TOTAL	AIR FORCE	ARMY	NAVY	MARINES	OTHER***
Cargo Project -						
Government-owned Vessels*	551,792		258,518	659	7,683	284,932
TOTAL GOCO M/Ts**	551,792	0	258,518	659	7,683	284,932

*is 100% GOCO
M/Ts = Measurement Tons   *"OTHER" = predominantly JCS cargo

Total MSC Cargo by Customer, Non-Organic (commercial) - FY99

PROGRAM	TOTAL	AIR FORCE	ARMY	NAVY	MARINES	OTHER
CARGO	1,136,613	67,111	439,651	123,788	14,941	491,122(a)
TOTAL M/Ts*	1,136,613	67,111	439,651	123,788	14,941	491,122(a)
POL TANKERS	6,209,477	58,157				6,151,320(b)
TOTAL L/Ts**	6,209,477	58,157				6,151,320(b)

*M/Ts = Measurement Tons   **L/Ts = Long Tons
(a) "OTHER" = predominantly JCS cargo   (b) "OTHER" = Defense Energy Support Center

MSC performance data

MSC

Performance Measure	Goal	FY 99 Estimate
On time pickup or delivery	90%	95%
Ship Availability	90%	95%

MSC Performance Effectiveness Measure Definitions

Title	Description
On-time pickup and delivery.	Reflects movement of cargo as part of the overall DoD distribution equipment (incuding POL) world wide as required. Performance based on percentage of shipments that meet required lift dates or delivery dates (RLD or RDD) based on predetermined agreed upon lift and delivery requirements as established by the customer.
Ship Availability	Measures days against plan that ships are actually available to perform the function for which they were intended. Insures that ships are available for the mission to which assigned. Ensure that payments is only granted for days that ships meet contractual requirements (off hire procedures) and that ship non availability does not adversely impact the mission.

Air Mobility Command Data

<u>Please note:</u>
During the past two years, a data warehouse has been developed at Air Mobility Command (AMC) to capture data from different aspects of airlift. At the same time, the data systems that provide source data have evolved to include new developments and enhancements. Together, these various efforts will result in cleaner and more consistent airlift data. This data will be used for analysis and decision making.

Creation of the data warehouse advances AMC toward integrating the various source data systems. This represents an essential step toward eventually achieving a corporate data system at AMC. Meanwhile, users sometimes see differences in data from the various systems. Whenever these differences occur, they are footnoted here to alert readers/users. These latent differences are specified and addressed for resolution. Continuing scrutiny and data cleansing throughout the entire AMC data/information community is a continuing process that is moving AMC toward integrated, and even more credible, data that will be reflected in future annual reports.

AMC passenger data

AMC passenger data: by customer, by region owner:

FY 99 AMC Patriot Express Passengers, by Region*

FY 99 Channels

FY 99 Operation Data (includes ALL Passengers by Region)

CINC->	JFCOM	CENTCOM	EUCOM	PACOM	SOUTHCOM	TOTALS
CONUS OUT	8047	16461	56413	49137	1248	131306
CONUS IN	7328	16428	51761	47082	2494	125093
TOTALS	15375	32889	108174	96219	3742	256399

FY 99 AMC Patriot Express Passengers, by Customer, by Region

SERVICE->	AIR FORCE		AR	MY	NA	VY	MAR	INES	
CINC	OUT	IN	OUT	IN	OUT	IN	OUT	IN	TOTAL
JFCOM	3021	2566	182	181	4057	3850	787	731	15375
CENTCOM	13901	14072	788	1105	1731	1184	41	67	32889
EUCOM	24042	21859	25779	23849	6298	5827	294	226	108174
PACOM	17423	15257	15540	16108	5291	4272	10883	11445	96219
SOUTHCOM	617	1019	579	1366	24	70	28	39	3742
CONUS OUT	59004		42868		17401		12033		131306
CONUS IN		54773		42609		15203		12508	125093
TOTALS	113777		85477		32604		24541		256399

*Due to a software deficiency, data reported for September 1999 contain pre-booked numbers for a few missions. On those missions port adds/cancellations are not counted.

AMC passenger data: by customer, organic vs. non-organic

FY99 Channel Passenger, by Business Area, by Major Command

	Army	Navy	Air Force	Marines	Other	Sub Total
Cat B (Commercial)*	82,143	34,470	112,175	22,060	18,142	268,990
Cat M (Organic)	24,066	6,657	22,188	1,474	11,787	66,172
Total	106,209	41,127	134,363	23,534	29,929	335,162

Owner: AMC/FMBT Source: ASIFICS

*CAT B passenger totals displayed here include Patriot Express passengers, plus passengers moved on cargo (a.k.a. "combination") flights which are <u>not</u> part of the Patriot Express program

FY99 AMC CHANNEL CARGO, by Customer, by Commodity, in Short Tons (S/Ts)

CODE	COMMODITY	Air Force	Army	Coast Guard	DLA	GSA	Marines	Navy	OTHER	Grand Total
					CUSTOMERS					
2	Arms & Weapons	980	605	1	311	36	72	1,579	4	3,588
3	Ammunition	860	777		64		35	1,425	8	3,169
4	Explosives, not Code 3	1,007	971	3	108	2	45	1,155	15	3,305
A	Aircraft Parts	25,144	3,172	34	7,706	671	338	9,655	168	46,889
B	Construction Materials	4,912	1,742	3	3,620		196	2,494	461	13,428
C	Chemical Corps	1,067	415	4	1,927	1	93	1,194	45	4,745
D	Animals	25	12		2	0	0	1	0	40
E	Engineer Supplies	424	95	1	107		35	77	1	740
F	Fuel & Lubricants	407	94	-	1,144	0	4	654	23	2,326
G	Printed Forms & Publications	325	398		311	7	3	108	9	1,160
H	Signal Corps & Radio Equipment	5,567	3,504	4	3,201	18	409	3,193	212	16,107
J	Unaccompanied Baggage	10,397	14,892	54	95	0	2,495	6,433	14	34,381
K	Clothing, Cordage, Leather, Parachutes	478	656	0	1,301		54	527	4	3,021
L	ARFCOS, Diplomatic, Crypto	520			0					520
M	Medical Supplies	467	642	2	511		9	320	13	1,964
N	Ship Parts, Navy	49	29	6	1,068	12	15	4,035	1	5,216
P	Photographic Supplies & Equip, Film	23	82		19	0	0	41	13	180
Q	Plant & Animal Products, Vectors & Cultures	2	9		43		0	89	1	145
R	Rations & Subsistence	968	4,231		8,325	12	201	2,466	5,013	21,215
S	Office Supplies & Equipment	1,058	582	4	623	3	13	1,433	58	3,773
T	Household Goods	7,827	2,727	38	11		399	3,060	10	14,070
U	Mail (Special Handline Code App F2)	0	0			-		1,408	3,478	4,887
V	Vehicles, Machinery, Shop, Warehouse Equip	7,330	15,789	41	4,472	91	847	2,388	227	31,185
X	Intel Materials, Maps, Charts Data	35	41		143		1	61	29	309
Y	Personnel Services	1,137	1,482		778	0	2	135	17	3,552
Z	Human Remains	24	21		23		1	12	0	82
	Grand Total	**71,035**	**52,966**	**195**	**35,913**	**854**	**5,267**	**43,940**	**9,824**	**219,994**

SOURCE: Air Mobility Command Business Decision Model (ABDM) Data Warehouse

OWNER: AMC/DORB

NOTES: 1. The "OTHER" Column includes movement totals for AAFES, Army/Air Force Mail, Contractors, Defense Nuclear Agency, Defense Information Systems Agency, DoD Dependent Schools, US Postal Service, and Other Government Agencies.

2. These totals do not include CONUS-CONUS movement.

3. Totals do not include Humanitarian, Special Assignment Airlift Missions or Commercial movement.

4. Service Army/AirForce refers to mail which is paid using a 60/40 ratio.

AMC cargo data: by customer, by region

FY99 CONUS-OUT CHANNEL CARGO MOVED,

by Service/Customer in Short Tons (S/T)

Service / Customer	Supported CINC			US...			Grand Total
	CENTCOM	EUCOM	JFCOM	PACOM	SOUTHCOM	UNKNOWN	
AAFES			1	1	9		11
Air Force	4,168	8,106	3,133	7,687	1,454	12	24,561
Army	5,393	12,498	1,551	5,679	3,949		29,070
Army/Air Force	529	505	272	1	10		1,318
Coast Guard	17	1	41	18	9		88
Contractor	0	14	21	166	96		298
Defense Nuclear Agency				7			7
DISA		2		2			4
DLA	4,210	15,040	2,473	7,468	1,086	3	30,280
DoDDS				0			0
GSA	12	56	47	352	52	21	540
Marines	117	372	183	1,526	182	15	2,394
Navy	2,391	4,514	1,967	4,510	399	18	13,801
OTHER	11	19	2,225	15	69		2,339
Other Government Agencies		7		1			7
Grand Total	16,849	41,134	11,914	27,433	7,317	69	104,715

FY99 INTER-REGIONAL (a.k.a. "Intra-Regional/Theater) CHANNEL CARGO MOVED

within each CINC, in Short Tons (S/Ts)

Service / Customer	Intra-Regional Movement, Within CINCs, in S/T						Grand Total
	CENTCOM	EUCOM	JFCOM	PACOM	SOUTHCOM	UNKNOWN	
AAFES	197						197
Air Force	1,808	10,486	399	10,437	348	8	23,485
Army	486	3,322	152	3,970	3,087	0	11,016
Army/Air Force	64	928	5	834	61	0	1,891
Coast Guard	0	0	0	41			41
Contractor	0	6	1	402	8		417
Defense Nuclear Agency				1,005			1,005
DISA		2		2			4
DLA	1,871	1,276	139	1,124	5	14	4,430
DoDDS		26	1				26
GSA	4	67	4	49			124
Marines	26	155	4	667	8	17	877
Navy	4,486	6,689	115	7,816	54	46	19,206
OTHER	768	187	898	4	5		1,863
Other Government Agencies		0					0
US Postal Service		1		96			97
Grand Total	9,710	23,145	1,718	26,446	3,576	85	64,679

SOURCE: Air Mobility Command Business Decision Model (ABDM) Data Warehouse

NOTES:

1. Totals do not include Humanitarian, Special Assignment Airlift Missions or Commercial movement.

2. Service Army/AirForce refers to mail which is paid using a 60/40 ratio.

3. Customer is determined by who is being billed for the movement.

FY 99 CONUS-IN CHANNEL CARGO MOVED, proportions from 10 Feb 00 data query applied to 26 Jan 00 data

26 Jan 00 data *OLD S/T Total* Adjusted	ORIGINATING CINC
2,899.9	SOUTHCOM
2,885.8	JFCOM
5,296.8	CENTCOM
20,187.5	EUCOM
19,329.0	PACOM
50,599.0	

10 Feb 00 data query, 277 more S/T than 26 Jan query

FY99 CONUS-IN CHANNEL CARGO MOVED,

by Service/Customer in S/T

Customer / Service	Originating CINC					
	CENTCOM	EUCOM	JFCOM	PACOM	SOUTHCOM	Grand Total
Air Force	2,861	10,422	1,407	7,400	1,039	**23,129**
Army	1,264	4,678	102	5,214	1,649	**12,907**
Army/Air Force	55	89	26	3	0	**173**
Coast Guard	12	1	4	49	1	**66**
Contractor	0	17	15	39		**71**
Defense Nuclear Agency				1		**1**
DISA	3	35		3		**41**
DLA	77	845	15	276	5	**1,219**
GSA	89	50		50	2	**190**
Marines	23	184	59	1,696	71	**2,034**
Navy	939	3,962	1,273	4,672	143	**10,989**
OTHER	3	15		33	5	**56**
Other Government Agencies	-	0				**0**
US Postal Service		0			0	**1**
Grand Total	5,326	20,298	2,902	19,435	2,916	**50,876**

SOURCE: Air Mobility Command Business Decision Model (ABDM) Data Warehouse

NOTES:

1. Totals do not include Humanitarian, Special Assignment Airlift Missions or Commercial movement.

2. Service Army/AirForce refers to mail which is paid using a 60/40 ratio.

3. Customer is determined by who is being billed for the movement.

AMC performance data

AMC

Performance Measure	Goal	FY 99 Estimate
UMMIPS	90%	50%
Number of Pallets	92%	95%
On-Time Commercial Missions	94%	91%
Flight Crew Readiness	95%	95%

AMC Performance Effectiveness Measure Definitions

Title	Description
UMMIPS	Percentage of shipments meeting/exceeding UMMIPS (time delivery) standards. It's the actual aerial port hold time plus the air transit (actual flying time) plus embarkation that equals the total AMC possession time. We then compare that to the OSD standard. The source of data for this information is GATES (Global Air Transportation Execution System) or the cargo data base. This process is currently a combination of both a manual and an automated process. This process is approximately 90 percent accurate. There is a direct correlation to the budget with this measurement. If we are more focused on meeting the UMMIPS standards, then our utilization suffers. Beginning in FY98, a business decision has been implemented to slow UMMIPS and fill our aircraft fuller thus improving our utilization rates. An annual 1 percent variance from our budgeted utilization rate will result in an $8M NOR impact. The 90% performance measure is unrealistic. Based on UMMIPS performance the last three years, this goal should be 55%-60%.
Number of Pallets	Percentage of pallet positions offered vs used on CONUS outbound channel cargo missions. We measure the number of pallets that each aircraft can hold and the number that is actually being utilized. The source and accuracy of the data is the same as mentioned above with UMMIPS, GATES. Number of pallets utilized is tied directly to our TWCF weight goals along with the average pallet weight. This is used to measure actual performance to budgeted utilization goals.
On-Time Commercial Missions	A measure of the percentage of missions (not time as a cumulative measure) that our commercial passenger and cargo carriers depart from origin station IAW a contractual schedule. AMC schedulers and TACC controllers put the data (schedules, actual times, and mission performance notations for all AMC missions) into GDSS and then we pull the data for review/verification for contract enforcement/management purposes. The data is verified on a continuous (monthly/"as occurring") basis with all the commercial carriers. Hard data is published and distributed monthly. The source for all information is GDSS and is close to 100 percent accurate. These measurements are valid for operational use; not for financial metrics.
Flight Crew Readiness	Percentage of assigned crews qualified to fly primary missions. We look at every crew position for each MDS, both manning and qualification levels. The source of data is the monthly Training Review Process (TRP). We are moving toward a totally automated process, but at the current time this is both a manual and an automated process. We believe this is close to 100 percent accurate because we are verifying the information on a monthly basis. This measurement is valid for operational purposes, not necessarily for financial metrics.

Appendix B: Financial Data Supplement

Please note: This data strictly applies to programs that are in the Transportation Working Capital Fund (TWCF). Source is the USTRANSCOM Fiscal Year 2001 President's Budget submission.

<div align="right">Exhibit Fund 14</div>

Transportation Working Capital Fund
Component: United States Transportation Command/Activity Group: Transportation
Revenue and Expenses
(Dollars in Millions)

	FY 1999	FY 2000	FY 2001
Revenue:			
Gross Sales	$4,423.8	$4,124.3	$4,552.2
Operations	$4,266.0	$3,841.4	$4,354.8
Capital Surcharge	$0.0	$110.5	$13.5
Depreciation excluding Maj Const	$157.8	$172.4	$183.9
Major Construction Depreciation	$0.0	$0.0	$0.0
Other Income	$0.0	$113.5	$0.0
Refunds/Discounts(-)	($26.0)	($34.0)	($11.3)
Total Income:	$4,397.8	$4,203.8	$4,540.9
Expenses:			
Salaries and Wages:			
Military Personnel Compensation & Benefits	$47.8	$50.6	$52.5
Civilian Personnel Compensation & Benefits	$253.1	$258.0	$264.0
Travel and Transportation of Personnel	$96.4	$83.4	$83.5
Materials and Supplies (For internal operations)	$934.1	$821.5	$1,048.3
Equipment	$14.1	$18.3	$18.1
Other Purchases from Revolving Funds	$394.7	$379.5	$399.2
Transportation of Things	$12.9	$15.9	$16.0
Depreciation - Capital	$157.8	$172.4	$183.9
Printing and Reproduction	$0.7	$1.1	$1.1
Advisory and Assistance Services	$8.1	$8.6	$9.1
Rent, Communications, Utilities, and Misc Charges	$31.8	$40.7	$40.9
Other Purchased Services	$2,497.5	$2,322.2	$2,386.9
Total Expenses	$4,449.0	$4,172.2	$4,503.5
Operating Result	($51.2)	$31.6	$37.4

Revenue and Expenses (continued)

Less Capital Surcharge Reservation	$0.0	$110.5	$13.5
Plus Passthroughs or Other Appropriations Affecting NOR/AOR	$0.0	$0.0	$0.0
Other Changes Affecting NOR	$0.0	($113.5)	$0.0
Net Operating Result	($51.2)	($192.4)	$23.9
Beginning AOR	$219.7	$168.5	($23.9)
Prior Year Adjustments	$0.0	$0.0	$0.0
Other Changes Affecting AOR (Specify)			
Transfer of JTMO Program	$0.0	$0.0	
AOR Adj for JTMO	$0.0	$0.0	
Accumulated Operating Result	$168.5	($23.9)	($0.0)
Non-Recoverable Adjustment Impacting AOR (Specify)	$0.0	$0.0	$0.0
Accumulated Operating Results for Budget Purposes	$168.5	($23.9)	($0.0)

Exhibit Fund 2

Changes in the Costs of Operation
Component: United States Transportation Command/Transportation
Date: February 2000
(Dollars in Millions)

	Expenses
FY 1999 Est Actual:	$4,449.0
FY 2000 Estimate in President's Budget:	$4,285.9
Estimated Impact in FY 2000 of Actual	
FY 1999 Experience:	($25.7)
Global POV Contract Adjustment	($37.7)
Container Lease Reimbursement	$12.0
Pricing Adjustments:	($5.0)
a. FY 1999 Pay Raise	$0.4
(1) Civilian Personnel	$0.4
(2) Military Personnel	$0.0
b. Annualization of Prior Year Pay Raises	$0.0
(1) Civilian Personnel	$0.0
(2) Military Personnel	$0.0
c. Military/Commercial Augmentation Rate Increase	($12.1)
d. DLR/Baseline Price Increase	$16.8
e. General Purchase Inflation	($10.1)
Productivity Initiatives and Other Efficiencies:	($5.3)
a. Commercial Augmentation One-Way Rates	($2.0)
b. Organizational Streamlining	($2.9)
c. Use of Simulations for C-5 Air Crew Training	($3.5)
d. Efficient Ship Maintenance/Utilization	$3.1

Changes in the Costs of Operation (continued)

Program Changes (list):	($77.7)
a. Airlift Workload and Other Changes	($81.1)
b. Aircraft Maintenance	$26.9
c. Contractual Changes	($5.4)
d. Maintenance and Repair Reductions	($9.6)
e. Sealift Workload Change	($7.8)
f. Headquarters MTMC Move	$4.3
g. Dredging Study - MOTSU	$2.0
h. Liner Ocean Transportation Contract Adjustment	($24.2)
i. Concord NWS Direct Funding	($12.0)
j. HHG Reengineering Audit	$3.5
k. MRM #15 Reimbursable from Services	$8.0
l. Depreciation	$8.2
m. Other	$9.5
FY2000 Current Estimate:	$4,172.2
Pricing Adjustments:	$343.4
a. FY 2000 Pay Raise	$7.9
(1) Civilian Personnel	$7.4
(2) Military Personnel	$0.5
b. Annualization of Prior Year Pay Raises	$3.3
(1) Civilian Personnel	$3.0
(2) Military Personnel	$0.3
c. Fuel	$198.8
d. Supplies	$4.1
e. Depot Level Repairables	$25.0
f. Depot Maintenance	$27.7
g. Military Augmentation Rate Increase	$28.3
h. General Purchase Inflation	$48.3
Productivity Initiatives & Other Efficiencies:	($4.9)
a. Organizational Streamlining	($4.9)

Changes in the Costs of Operation (continued)

Program Changes:	($7.2)
a. Airlift Workload and Other Changes	($38.1)
b. Aircraft Maintenance	($3.4)
c. ADPE Maintenance and Operations	$7.6
d. Sealift Workload Changes	($1.9)
e. Transfer of LMSR from Prepo to Surge	$17.4
f. LMSR Prepo Ship Delivery	$0.9
g. Fuel Requirements Change	$9.1
h. Offshore Petroleum Delivery System	($1.1)
i. Headquarters MTMC Move	($4.3)
j. HHG Reengineering Audit	($3.5)
k. MRM #15 Reimbursable from Services	($8.0)
l. Depreciation	$11.5
m. Other	$6.6
FY 2001 Estimate	$4,503.5
Pricing Adjustments:	$0.0
a. FY 2000 Pay Raise	$0.0
(1) Civilian Personnel	
(2) Military Personnel	
b. Annualization of Prior Year Pay Raises	$0.0
(1) Civilian Personnel	
(2) Military Personnel	
c. Fuel	
d. Supplies	
e. Depot Level Repairables	
f. Depot Maintenance	
g. Military Augmentation Rate Increase	
h. General Purchase Inflation	
Productivity Initiatives & Other Efficiencies:	$0.0
a. Efficient Ship Maintenance/Utilization	
b. Organizational Streamlining	
Program Changes:	$0.0
a. Airlift Workload and Other Changes	
b. Aircraft Depot and Contract Maintenance	
c. Change in Prepo/POL Shipdays	
d. Ship Maintenance	
e. Prepo Ship Transfer to Surge Program	
f. Sealift Workload Changes	
g. Global POV Workload Change	
h. Depreciation	
i. Other	

FY2001 Estimate   **$4,503.5**

ACTIVITY GROUP CAPITAL INVESTMENT SUMMARY

Component: United States Transportation Command

Activity Group: Transportation

Date: February 2000

($ in Millions)

Line	Item	FY 99		FY 00		FY 01	
Number	Description	Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
A.	Equipment						
A(1)	- Replacement						
	$1,000,000 and Over		$0.0		$0.0		$0.0
	--Patrol Boat	1	$0.3		$0.0		$0.0
	--Gantry Cranes	1	$1.0	1	$1.0		$0.0
	--Truck Container Handler (Truck Forklift)		$0.0	1	$0.3		$0.0
	--Truck Container Handler, Low Mast		$0.0		$0.0	1	$1.3
	$500,000 to $999,999.99		$0.0		$0.0		$0.0
	$100,000 to $499,999.99		$0.2	6	$1.8	6	$1.2
A(2)	- Productivity		$0.0		$0.0		$0.0
A(3)	- New Mission		$0.0		$0.0		$0.0
A(4)	- Environmental Compliance		$0.0		$0.0		$0.0
	Subtotal		$1.5		$3.1		$2.5
B.	ADPE & Telecomm						
	$1,000,000 and Over						
	--ABDM		$0.2		$0.0		$0.0
	--ACFP		$0.3		$0.1		$0.0
	--AM 2000		$0.0		$0.0		$0.0
	--C2IPS		$13.7		$15.1		$9.5
	--CAMPS		$0.2		$0.4		$0.4
	--ELECTRONIC RECORDS		$0.0		$0.0		$0.0
	--G081		$1.5		$1.0		$1.1
	--GATES		$5.7		$3.1		$6.2
	--GDSS		$1.2		$3.2		$2.5
	--L-Band SATCOM		$2.0		$1.3		$1.5
	--MRM #15--Airlift Prototype		$0.0		$0.0		$0.0
	--OWCP		$2.2		$2.0		$1.7
	--System Integration		$1.1		$1.0		$2.1
	--TDC		$6.1		$5.4		$5.6
	--Wing LAN		$2.0		$1.3		$2.6
	--IC3		$0.6		$2.5		$2.5
	--ICE		$3.0		$2.7		$1.7
	--A2000		$3.9		$4.0		$3.9
	--AIT		$0.5		$0.0		$1.0
	--CFM		$1.0		$0.5		$1.0
	--COE		$0.0		$0.0		$0.0
	--DJAS		$0.0		$0.0		$0.0
	--ITV		$1.0		$4.8		$3.3

ACTIVITY GROUP CAPITAL INVESTMENT SUMMARY (continued)			
B. ADPE & Telecomm -- Continued			
--TOPS	$1.0	$2.2	$3.2
--WPS	$1.5	$1.0	$3.0
--CMD CTR/GCCS	$1.9	$0.6	$1.3
--LAN	$2.5	$2.0	$1.6
--C4S	$0.7	$0.0	$0.0
--GTN	$0.1	$2.5	$3.8
--JMCG	$1.2	$1.6	$1.9
--IA/IP	$0.0	$1.2	$2.2
--TFMS	$0.0	$0.0	$0.5
--ASN	$0.0	$0.0	$0.6
--LOGBOOK	$0.0	$0.0	$0.7
--SMS	$0.1	$0.0	$0.0
--MRM #15	$0.0	$0.7	$0.0
$500,000 to $999,999.99	$0.0	$0.0	$0.7
$100,000 to $499,999.99	$0.2	$0.4	$0.3
Subtotal	$55.5	$60.6	$66.4
C. Software Development (Internally Developed)			
$1,000,000 and Over	$0.0	$0.0	$0.0
$500,000 to $999,999.99	$0.0	$0.0	$0.0
$100,000 to $499,999.99	$0.0	$0.0	$0.0
Subtotal	$0.0	$0.0	$0.0
D. Software Development (Externally Developed)			
$1,000,000 and Over			
--ABDM	$0.7	$0.0	$0.0
--ACFP	$3.8	$1.2	$2.0
--AM 2000	$0.0	$0.0	$0.0
--C2IPS	$6.2	$3.5	$10.2
--CAMPS	$3.7	$3.6	$3.8
--G081	$0.9	$1.0	$1.0
--GATES	$12.9	$3.9	$5.5
--GDSS	$2.0	$3.5	$3.5
--L-Band SATCOM	$0.5	$0.5	$1.0
--System Integration	$11.4	$6.6	$8.4
--IC3	$2.4	$2.5	$2.1
--ICE	$10.4	$3.9	$3.8
--A2000	$1.3	$1.8	$1.8

	ACTIVITY GROUP CAPITAL INVESTMENT SUMMARY (continued)					
D.	Software Development (Externally Developed) -- Continued					
	--AIT		$1.1		$0.2		$1.0
	--CFM		$11.3		$10.5		$8.8
	--COE		$0.8		$1.0		$1.4
	--DJAS		$0.6		$1.5		$2.5
	--ITV		$7.5		$8.7		$9.0
	--MRM #15(MTMC)		$4.3		$0.0		$0.0
	--TOPS		$3.0		$4.3		$2.8
	--WPS		$2.8		$2.5		$1.9
	--AIT		$1.0		$0.0		$0.0
	--CMD CTR/GCCS		$1.1		$1.3		$0.6
	--LAN		$0.3		$0.3		$0.3
	--IA/IP		$0.0		$0.1		$0.0
	--TFMS		$1.4		$1.9		$1.3
	--GTN		$28.8		$28.2		$35.9
	--C4S		$1.6		$0.0		$0.0
	--LOGBOOK		$0.0		$0.0		$1.2
	--JMCG		$1.9		$0.6		$0.5
	--BDSS		$0.0		$0.0		$1.4
	--SMS		$1.4		$1.7		$1.5
	--ASN		$0.0		$0.0		$2.4
	--MRM #15		$0.0		$9.4		$0.0
	$500,000 to $999,999.99 - one line		$1.0		$2.0		$1.4
	$100,000 to $499,999.99 - one line		$0.4		$0.0		$0.2
	Subtotal		$126.5		$106.2		$117.2
E.	Minor Construction					
	$1,000,000 and Over		$0.0		$0.0		$0.0
	$500,000 to $999,999.99		$0.7		$0.9		$0.8
	$100,000 to $499,999.99		$8.5		$12.5		$9.1
	Subtotal		$9.2		$13.4		$9.9
	Grand Total		$192.7		$183.3		$196.0

Supplemental Information

References, Sources & Web Sites

Please note: These Internet web sites and references are current as of the date of publication of this report, but may be changed by the sponsoring organization. All links to non-USTRANSCOM sites or services are provided solely for your convenience and this listing does not constitute an endorsement of, nor warranty of, the services or information provided by such sites.

Acronym Finder http://www.AcronymFinder.com/
Air Cargo Newsgroup http://www.mta-ic.com/
Air Mobility Command (AMC) http://public.scott.af.mil/hqamc/
Bureau of Transportation http://www.bts.gov/smart/
Defense Travel System, Program Management Office http://www.dtic.mil/travelink/
Department of Defense Dictionary of Military and Associated Terms (Joint Publication 1-02)   Web site: http://www.dtic.mil/doctrine/jel/
     Source: Operational Plans and Interoperability Directorate, J-7, JDD
     7000 Joint Staff Pentagon
     Washington, D.C. 20318-7000
Department of Transportation (DOT), U.S. http://www.dot.gov/
Electronic Shipping Guide http://www.shipguide.com/
Federal Aviation Administration http://www.faa.gov/
Federal Highway Administration http://www.fhwa.dot.gov/
Federal Maritime Commission http://www.fmc.gov/
Federal Railroad Administration http://www.fra.dot.gov/
Federal Transit Administration http://www.fta.dot.gov/
Global Shippers Network http://www.globalshippersnetwork.net/
Global Transportation Network (GTN) http://www.gtn.transcom.mil/
Intermodal Association of North America (IANA) http://emporium.turnpike.net/
Intermodal Page http://www.princeton.com/intermodal/
Joint Doctrine for the Defense Transportation System (Joint Publication 4-01)
     Web site: http://www.dtic.mil/doctrine/jel/
     Source: Operational Plans and Interoperability Directorate, J-7, JDD
     7000 Joint Staff Pentagon
     Washington, D.C. 20318-7000
Maritime Administration (MARAD), U.S. http://marad.dot.gov/
Military Sealift Command (MSC) http://www.msc.navy.mil/
Military Traffic Management Command (MTMC) http://144.100.189.52/
National Highway Traffic Safety Administration http://www.nhtsa.dot.gov/
National Transportation Safety Board http://www.ntsb.gov/
North American Transportation Atlas Data http://www.bts.gov/ntda/nortad/
Princeton University, Department of Civil Engineering and Operations Research,
     CASTLE Lab http://dragon.princeton.edu/

Seaports of the Americas Online http://www.seaportsinfo.com/

TradePort Desktop References http://www.tradeport.org/ts/refs/

Understanding the Defense Transportation System (USTRANSCOM Handbook 24-2)

      Web site: http://ustcweb.safb.af.mil/J6/j6o/j6_oi/handbook.html

      Source: USTRANSCOM/J5-SP

      508 Scott Drive, Room 104

      Scott AFB, IL 62225-5357

United States Transportation Command (USTRANSCOM)

      http://ustcweb.safb.af.mil/index.html

William J. Hughes Technical Center http://www.tc.faa.gov/

Abbreviations & Acronyms

Please note: this list is strictly intended to provide the full term for each abbreviation or acronym as they apply to this report. In some cases, a brief definition for each term is also provided to clarify the use of the term as it applies in this report. The principal references for transportation abbreviations and acronyms are: the Department of Defense Dictionary of Military and Associated Terms (Joint Publication 1-02); Joint Doctrine for the Defense Transportation System (Joint Publication 4-01); and Understanding the Defense Transportation System (USTRANSCOM Handbook 24-2). Please consult the list of References, Sources & Web Sites *in this report for further information regarding these publications.*

2D	2-Dimensional
3PL	Third-Party Logistics
AAFES	Army and Air Force Exchange Service
AALPS	Automated Air Load Planning System
ACARS	Aircraft Communication Addressing and Reporting System
ACTD	Advanced Concept Technology Demonstration
AE	Aeromedical Evacuation
AFB	Air Force Base
AIT	Automatic Identification Technology
ALP	Advanced Logistics Project
AMC	Air Mobility Command
AMOGs	Air Mobility Operations Groups
AMP	Analysis of Mobility Platform
AOR	Accumulated Operating Result
ARA	Airlift Readiness Account
ASMP	Army Strategic Mobility Program
ASN	Advance Shipping Notice
AT2000	Agile Transportation 2000
ATCMD	Advanced Transportation Control and Movement Document
AT/FP	Antiterrorism/Force Protection
ATM	Asynchronous Transfer Mode
BC	Business Center
C2	command and control
C2IPS	Command, Control Information Processing System
C4S	Command, Control, Communications, and Computer Systems
CADS	Containerized Ammunition Distribution System
CAPS II	Consolidated Aerial Port System, Second Generation
CASCOM	Combined Arms Support Command
CCDoTT	Center for the Commercial Deployment of Transportation Technologies
CDM	Collaborative Decision-Making
CFM	CONUS Freight Management
CIA	Central Intelligence Agency
CINC	Commander in Chief
CJCS	Chairman of the Joint Chiefs of Staff

CONUS	Continental United States: *contiguous U.S., does not include Hawaii or Alaska*
CORE	Contingency Response Program
CRAF	Civil Reserve Air Fleet
CRAG	Compass, Radar, And Global Positioning System
CRP	Corporate Resources Plan
CS	Communications Squadron
CSA	Chief of Staff, United States Army
DAR	Defense Access Road
DARPA	Defense Advanced Research Projects Agency
DCII	Defense Corporate Information Infrastructure
DCS	Defense Courier Service
DDC	Downsized Deployable Communications
DeCA	Defense Commissary Agency
DESC	Defense Energy Support Center
DFAS	Defense Finance and Accounting Service
DISK	Deployable Intelligence Support Kit
DISN	Defense Information Systems Network
DLA	Defense Logistics Agency
DLR	Depot-Level Repairable
DLT	Distance Learning Tool
DOD	Department of Defense
DOT	Department of Transportation
DPOC	Deployable Port Operations Center
DSC	Deployment Support Command
DSN	Defense Switched Network
DTOD	Defense Table of Official Distances
DTR	Defense Transportation Regulation
DTS	Defense Transportation System
DTS-EA	Defense Transportation System Enterprise Architecture
EA	Enterprise Architecture
E-Biz	Electronic Business
E-Commerce	Electronic Commerce
EDI	Electronic Data Interchange
ELB	Events LogBook
ELIST	Enhanced Logistics Intratheater Support Tool
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Agency
FPI	Functional Process Improvement
FPWG	Force Projection Working Group
FY	Fiscal Year
FY99	Fiscal Year 1999
GATES	Global Air Transportation Execution System
GATM	Global Air Traffic Management
GCCS	Global Command and Control System
GIS	Geographic Information System
GOCO	Government-Owned Contractor-Operated
GOPAX	Groups Operational Passenger System

GPMRC	Global Patient Movement Requirements Center
GPRA	Government Performance and Results Act
GSA	General Services Adminisration
GTN	Global Transporation Network
HET	Heavy Equipment Transporter
HNA-COP	Host Nation Approval - Common Operating Picture
HOST	Headquarters On-line System for Transportation
HTML	Hypertext Markup Language
ICE	Intelligence Collaborative Environment
ICODES	Integrated Computerized Deployment System
IFM	Integrated Flight Management
IOC	Initial Operational Capability
IRRIS	Intelligent Road and Rail Information System
IT	Information Technology
ITV	In-transit Visibility
JARS	Joint Reception, Staging, Onward Movement and Integration
JCS	Joint Chiefs of Staff
JDDPI	Joint Deployment Distribution Process Improvement Initiative
JDOA	Joint Deployment Operational Architecture
JDTC	Joint Deployment Training Center
JFAST	Joint Flow and Analysis System for Transportation
JFRG	Joint Force Requirements Generator
JFRG II	Joint Force Requirements Generator II
JIC	Joint Intelligence Center
JICTRANS	Joint Intelligence Center for Transportation
JIPT	Joint Integrated Process Team
JLOTS	Joint Logistics Over-the-Shore
JMCG	Joint Mobility Control Group
JMLS	Joint Modular Lighterage System
JOPES	Joint Operation Planning and Execution System
JOSAC	Joint Operational Support Airlift Center
JP	Joint Publication
JPO	Joint Petroleum Office
JRSOI	Joint Reception, Staging, Onward Movement, and Integration
JTCC	Joint Transportation Corporate Information Management Center
JTMO	Joint Traffic Management Office
JTRC	Joint Readiness Training Center
JTRU	Joint Transportation Reserve Unit
KFOR	Kosovo Peacekeeping Force
L/T	Long Ton: *2,240 pounds. Also equivalent to 1.12 S/T or 1.016 M/T*
LANs	Local Area Networks
LASH	Lighter Aboard Ship
LMARS	Logistics Metric Analysis Reporting System
LMSR	Large, Medium Speed Roll-On/Roll-Off
LOGAIS	Logistics Automated Information System
M2K	Mobility 2000
M/T	Measurement Ton: *a measure of break bulk cargo equal to 40 cubic feet*
MARAD	Maritime Administration

MCC	Mobility Control Center
MEDEVAC	Medical Evacuation
MILALOC	Military Air Lines of Communication
MPOC	Mobile Port Operations Center
MPS	Military Postal Service
MREs	Meals, Ready to Eat
MRM 15	Management Reform Memorandum 15
MRS 05	Mobility Requirements Study 2005
MSC	Military Sealift Command
MTMC	Military Traffic Management Command
MTMS	Munitions Tracking Management System
MV	Motor Vessel
NATO	North Atlantic Treaty Organization
NEXCOM	Navy Exchange Service Command
NGSL	Next Generation Small Loader
NOR	Net Operating Result
NRT	Near Real Time
NTC	National Training Center
OCONUS	Outside the Continental United States: *outside of CONUS*
OPEVALs	Operational Evaluations
ORD	Operational Requirements Document
OSA	Operational Support Airlift
OSD	Office of the Secretary of Defense
PB	President's Budget
PKI	Public Key Infrastructure
PMO	Program Management Office
POD	Port of Debarkation
POE	Port of Embarkation
POL	Petroleum, Oils, and Lubricants
PORTSIM	Port Simulation Model
POV	Privately Owned Vehicle
PRAMS	Passenger Reservation and Manifesting System
PTOPS	Pilot Transportation Operational Personal Property Standard System
RFID	Radio Frequency Identification
RGATES	Remote GATES
RND	Railroads for National Defense
RO/RO	Roll-On/Roll-Off
ROS	Reduced Operational Status
RRF	Ready Reserve Force **or** Ready Reserve Fleet
S/T	Short Ton: *2,000 pounds or 0.907 M/T*
SAAM	Special Assignment Airlift Mission
SDMI	Strategic Distribution Management Initiative
SEDREs	Sea Emergency Deployment Readiness Exercises
SMS	Single Mobility System
TACC	Tanker Airlift Control Center
TAMS	Transportation Analysis, Modeling, and Simulation
TARGET	Transportability Analysis Reports Generator
TAV	Total Asset Visibility

TBMCS	Theater Battlefield Management Core System
TC99	TURBO Containerized Ammunition Distribution System (CADS) 1999
TC-AIMS II	Transportation Coordinator's Automated Information for Movement System II
TCC	Transportation Component Command: *AMC, MSC and MTMC*
TDR	Transportation Discrepancy Reporting
TEA	Transportation Engineering Agency
TEUs	Twenty-Foot Equivalent Units: *equivalent to a 20-foot container. As used by MTMC, equivalent to average utilization of 20.1 M/T of cargo per TEU*
TFMS	Transportation Financial Management System
TIS99	TURBO Intermodal Surge 1999
TOPS	Transportation Operational Personal Property Standard System
TORT	Total Order to Receipt Time
TPFDD	Time-Phased Force and Deployment Data
TRAC2ES	TRANSCOM's Regulating and Command and Control Evacuation System
TrAMS	Transportation Automated Measuring Systems
Trans COP	Transportation Common Operating Picture
TRANSCAP	Transportation System Capability
TWCF	Transportation Working Capital Fund
UDL	Unit Deployment Lists
UEL	Unit Equipment List
UMD	Unit Movement Data
UMMIPS	Uniform Material Movement and Issue Priority System
UN	United Nations
USACOM	United States Atlantic Command: changed October 7, 1999 to United States Joint Forces Command (USJFCOM)
USAF	United States Air Force
USAFE	United States Air Forces in Europe
USC	Universal Service Contract
USCENTCOM	United States Central Command
USCINCTRANS	Commander in Chief, United States Transportation Command
USEUCOM	United States European Command
USJFCOM	United States Joint Forces Command
USMC	United States Marine Corps
USN	United States Navy
USNS	United States Naval Ship
USPACOM	United States Pacific Command
USSOCOM	United States Special Operations Command
USSOUTHCOM	United States Southern Command
USSPACECOM	United States Space Command
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command
VISA	Voluntary Intermodal Sealift Agreement
WARDEPs	Warfighter Deployment Programs
WPS	Worldwide Port System
WWX	Worldwide Express
Y2K	Year 2000

Terms & Definitions

Please note: This list is strictly intended to provide definitions for terms as they apply to this report. The principal references for transportation terms and definitions are: the Department of Defense Dictionary of Military and Associated Terms (Joint Publication 1-02); Joint Doctrine for the Defense Transportation System (Joint Publication 4-01); and Understanding the Defense Transportation System (USTRANSCOM Handbook 24-2). Please consult the list of References, Sources & Web Sites *in this report for further information regarding these publications.*

Accumulated Operating Result (AOR). At the end of a given fiscal year, Transportation Working Capital Fund business areas have either a loss or gain (e.g., they have either a positive or negative Net Operating Result (NOR)).

Advanced Logistics Project (ALP). A program that recreates an organization's business rules, standard operating procedures, etc. into software that parallels the relationships and transactions of real organizations. One resulting benefit is processes that previously have been executed manually will gain a powerful automated tool to improve creation, execution, monitoring, and rapid re-planning without continuous human intervention. USTRANSCOM, its components, and the Defense Logistics Agency are the principal users of ALP technology within the Defense Transportation System.

Afloat Prepositioning Force - Transportation (APF-T). A program managed by the Military Sealift Command to maintain shipping in a full operational status to afloat preposition Army, Air Force, and DLA military equipment and supplies.

Air Mobility Express (AMX). A contract with a commercial air transportation facility (or "hub") for the handling of small packages.

Asset Management System (AMS). A system under development to manage the Military Traffic Management Command's fleet of rail cars and DOD-owned or leased ocean cargo containers.

automated. Capability of a system to perform a function with minimal conscious control or intervention by people. Typically processes and equipment that use a combination of computer software, hardware, and sensors to accomplish a given task.

Automated Air Load Planning System (AALPS). A system that performs aircraft load planning for deploying units.

Automatic Identification Technology (AIT). Bar codes, radio frequency tags, or other technology designed to store and automatically communicate the contents of a shipping container or package when it is scanned or prompted for information. AIT is designed to improve both the speed and accuracy of recording and communicating shipping information.

Base Realignment and Closure (BRAC). A program to review the U.S. military's base structure and close and consolidate bases as appropriate.

booking of cargo. Reserving space on a specific vessel or vessels for a scheduled sailing, on behalf of a shipper.

break bulk cargo. Cargo that is shipped in individual packages, commonly placed in the hold when transported by ship. In contrast, when individual packages or wheeled vehicles and other equipment are placed in large metal shipping containers, this cargo is not break bulk but is considered to be "container cargo." Please see the definition for container cargo

channel airlift. Airlift service provided for common use, on a recurring basis between two points. Please see the definitions for common use and charter-type missions.

channel traffic. Passengers and cargo moving over established worldwide routes served by either scheduled DOD aircraft under the control of AMC or commercial aircraft under contract with AMC. Please see the definition for charter-type missions.

charter. To hire or lease a vessel according to conditions agreed upon in a contract document known as a charter party. To charter a ship for a period of time is known as a "time charter" or for a voyage is known as a "voyage charter." Please see the definition for liner.

charter-type missions. Flights that occur on special occasions when one customer pays to use the entire aircraft to go to and from points that differ from established locations. Please see the definition for Special Assignment Airlift Mission (SAAM).

Civil Reserve Air Fleet (CRAF). A program in which the Department of Defense uses aircraft owned by a U.S. entity or citizen. The aircraft are allocated by the Department of Transportation to augment the military airlift capability of the Department of Defense. The CRAF has three main segments: International, National, and Aeromedical Evacuation (AE). The International segment is further divided into the Long-Range and Short-Range sections and the National segment into the Domestic and Alaskan sections.

Command, Control, Communications, and Computer Systems (C4S). Integrated systems of doctrine, procedures, organizational structures, personnel, equipment, facilities, and communications designed to support a commander' s exercise of command and control across the range of military operations. Also called C4 systems.

Commander in Chief (CINC). The supreme commander of all the armed forces of a nation or the officer in charge of a major armed force. Within the United States Department of Defense, the term may be applied to the President of the United States or to the officers in charge of the "unified commands" (such as the Commander in Chief , United States Transportation Command), "specified commands" (although there are currently no specified commands) as well as "component commands" (such as the

Commander in Chief, U.S. Pacific Fleet) which are subordinate to the unified and specified commands. Unless otherwise stated, the term Commander in Chief or acronym CINC refers to the unified commands in this report. Please see the definitions for unified command and specified command.

common use. Services, materials, or facilities provided by a Department of Defense agency or a military department on a common basis for two or more Department of Defense agencies.

container cargo. Cargo that is shipped in large rectangular or square containers of a strong structure (sometimes made of corrugated steel) that can withstand continuous rough handling. Please see the definition for break bulk cargo.

Contingency Response (CORE) Program. A program that supports the acquisition of domestic civil transportation resources during military deployments. This voluntary program provides the Department of Defense with commercial transportation service support and priority for commercial transportation prior to and during contingency and mobilization.

CONUS Freight Management (CFM). A system that automates freight rating and routing functions, prepares Government Bills of Lading (GBLs) and supports installation traffic management operations.

Corporate Resources Plan (CRP). A plan that defines the resources required to fully pursue USTRANSCOM's strategic direction.

customer. Any authorized user of the Defense Transportation System.

Defense Access Road (DAR) Program. A program in which the Department of Defense helps to pay for improvements to public highways that lead to defense installations.

Defense Table of Official Distances (DTOD). A system that provides a paperless method to calculate surface transportation mileage for use in paying commercial motor carriers and Department of Defense personnel traveling by privately owned vehicle.

Defense Transportation System (DTS). That portion of the Nation's transportation infrastructure which supports Department of Defense common-user transportation needs across the range of military operations. It consists of those common-user military and commercial assets, services, and systems organic to, contracted for, or controlled by the Department of Defense.

Denton Amendment cargo. Cargo intended for humanitarian use, donated by private citizens or organizations that may move on a space available basis within the Defense Transportation System.

dry cargo. Break bulk and containerized cargo or other merchandise, exclusive of petroleum, oils and lubricants and other liquid cargo carried in bulk. Please see the definitions for break bulk and container cargo.

Electronic Data Interchange (EDI). Electronic Data Interchange (EDI) is the computer-to-computer exchange of business information using a public standard. EDI is a central part of Electronic Commerce because it enables businesses to exchange business information electronically much faster, cheaper, and more accurately than is possible using paper-based systems.

Electronic Transportation Acquisition (ETA) System. A system that provides DTS customers the ability to conduct business with the Military Traffic Management Command (MTMC) through the MTMC World Wide Web home page. This system offers users a single point of entry and seamless integration to such MTMC transportation systems as freight, personal property, passenger, and ocean cargo. This system also provides links to transportation systems at USTRANSCOM, Air Mobility Command (AMC) and Military Sealift Command (MSC).

en route. On the way to a destination, including intermediate stops.

Federal Aviation Administration (FAA). A U.S. government agency that operates national airspace systems and civil air or general aviation transportation facilities, including air traffic control.

Global Air Traffic Management (GATM). A series of upgrades to aircraft communication, navigation, surveillance, and air traffic management systems within the Department of Defense that is designed to provide interoperability with civil air traffic management systems and ensure global access.

Global Transportation Network (GTN). The automated command and control information system that enables USTRANSCOM and its components to provide global transportation management. GTN provides the integrated transportation data and systems necessary to accomplish global transportation planning, command and control, and in-transit visibility during peace and war.

Government Bill of Lading (GBL). A government document used to procure transportation and related services from commercial carriers.

Groups Operational Passenger System (GOPAX). A system which assists in the procurement of transportation support for Department of Defense group passenger movements through competition within the carrier industry. Internet-based modules of GOPAX link with the group movement functions of the Military Traffic Management Command, Air Mobility Command, USTRANSCOM Mobility Control Center, and installation transportation offices.

Household Goods (HHG). All personal property associated with the home and all personal effects belonging to a member of the Department of Defense and his/her dependents, with certain regulatory and statutory exceptions.

Integrated Booking System (IBS). An automated system that provides a single, worldwide, automated system for booking cargo on ocean vessels.

Integrated Computerized Deployment System (ICODES). An automated system that enables vessel load planners to rapidly develop a plan for storing cargo on a ship.

intermodal. Involving more than one mode of transportation (sea, air, road, rail) to accomplish an origin-to-destination movemement with only a single transportation provider. If the shipper must contract or make separate arrangements with more than one transportation provider for more than one mode of shipment, the movement is "multimodal." Please see the definition for multimodal.

Internet. Worldwide information resources that are linked together by a global network allowing them to communicate with each other. Services currently provided on the internet include: sending "e-mail" text between persons/organizations; browsing "web" sites containing text, pictures, sound and animation to access information; and electronic commerce/business (i.e., "e-business" or "e-biz") for buying and selling goods and services. Also known as the "Net," "Worldwide Web," or "Web."

In-transit Visibility (ITV). The ability to track the identity, status, and location of DOD unit and nonunit cargo (excluding bulk petroleum, oils, and lubricants); passengers; medical patients; and personal property from origin to consignee or destination established by the CINCs, the Services, or DOD agencies during peace, contingencies, and war.

joint. In the Department of Defense, connotes activities, operations, organizations, etc., in which elements of two or more Military Departments participate.

Joint Logistics Over-the-Shore (JLOTS). Logistics Over-the-Shore (LOTS) is the loading and unloading of ships without the benefit of fixed port facilities, in friendly or undefended territory and, in time of war, during phases of theater development in which there is no opposition by the enemy. It is called JLOTS when conducted by two or more military Services.

Joint Operation Planning and Execution System (JOPES). A continuously evolving system that is being developed through the integration and enhancement of earlier planning and execution systems. It provides the foundation for conventional command and control by national and theater-level commanders and their staffs. JOPES includes joint operation planning policies, procedures, and reporting structures supported by communications and automated data processing systems. JOPES is used to monitor, plan, and execute mobilization, deployment, employment, and sustainment activities associated with joint operations.

Joint Simulation System (JSIMS). A system that will serve as a joint battlespace training tool for all of DOD, creating a globally connected simulation for our forces in every theater.

Joint Warfare System (JWARS). The theater level model of the Joint Simulation System. This model will give the customer an accurate depiction of the flow of forces, equipment and sustainment material into and out of the theater of operations.

Large, Medium Speed Roll-On/Roll-Off (LMSR) ship. A ship that can carry wheeled and tracked vehicles and equipment. Capable of sustained speeds of 24 knots, these new construction vessels have a cargo carrying capacity of more than 380,000 square feet, equivalent to almost eight football fields. LMSRs have a slewing stern ramp and a removable ramp which services two side ports, making it easy to drive vehicles on and off the ship. Interior ramps between decks ease traffic flow once cargo is loaded aboard ship.

line-haul. Movement of cargo between the carrier's terminal, at the port where the cargo is loaded or discharged, and the carrier's vessel.

liner. A cargo-carrying ship which is operated between scheduled, advertised ports of loading and discharge on a regular basis. Typically, a contract to move cargo by liner is one where the shipping company's freight rates are charged based on the company's tariff. In essence, the shipper buys a certain amount of space from the shipping company to have the company move a certain number of pieces of freight in contrast to a charter, where the contract is typically for use of the entire ship. Please see the definition for charter.

Logistics Metric Analysis Reporting System (LMARS). A system designed to provide data regarding consolidated wholesale logistics pipeline performance to higher levels of the Office of the Secretary of Defense, Congress, and the Vice President in response to the 1993 Government Performance and Results Act. LMARS reports provide processing performance in average days for 12 segments of the logistics pipeline, three of which are designated "Strategic Transportation Segments." These are the POD processing time, in-transit movement between POD and POE, and POE processing time. LMARS reports may be further divided by three transportation priorities (TP1, TP2 and TP3) and between the Continentual United States and the four Uniform Materiel Movement and Issue Priority System overseas delivery areas.

Maritime Administration (MARAD). MARAD is a United States Department of Transportation agency that administers laws and programs designed to maintain a merchant marine capable of meeting the Nation's shipping needs for both domestic and foreign commerce and national security. MARAD maintains an active Ready Reserve Force(RRF); administers the Voluntary Intermodal Sealift Agreement (VISA); acquires U.S.-flag, U.S.-owned and other militarily useful merchant ships; operates as the national shipping authority to obtain North Atlantic Treaty Organization-flag ships to support U.S. requirements; ensures the readiness of strategic commercial seaports; administers the Vessel War Risk Insurance program; and sponsors merchant mariner training programs for both licensed and unlicensed seamen.

military Service. The United States Army, Navy, Marine Corps, and Air Force.

Mobility Requirements Study-Bottom Up Review Update (MRS BURU). An evolution of the Mobility Requirements Study (1992) and Bottom Up Review (1993) that in 1994 examined the mobility resouces and force projection structure required for FY2001, with specific emphasis on airlift, sealift, and prepositioning resources, capabilities, and requirements. The ultimate objective of MRS BURU was to determine the capability of the programmed strategic mobility forces to deploy and sustain combat and support forces, identify shortfalls, and recommend solutions.

multimodal. Involving more than one mode of transportation (sea, air, road, rail) to accomplish an origin-to-destination movemement when the shipper must contract or make separate arrangements with more than one transportation provider. Please see the definition for intermodal.

Munitions Carriers Readiness Program (MCRP). A program to provide assured access to commercial transportation assets required for the safe and timely transport of munitions in peace and war. The MCRP is designed to promote partnership between the government and industry through improved business practices, communication, and understanding of each others needs. The concept was developed in a joint working group consisting of MTMC, USTRANSCOM, Industrial Operations Command, Naval Ordnance Center and commercial industry.

National Defense Transportation Association (NDTA). An educational, non-profit organization whose committees address issues, programs, trends, policies, and other matters affecting government and commercial transportation.

Net Operating Result (NOR). Please see the definition for Accumulated Operating Result (AOR).

Operational Support Airlift (OSA). OSA missions are movements of high-priority passengers and cargo with time, place, or mission-sensitive requirements. OSA aircraft are those fixed-wing aircraft acquired and/or retained exclusively for OSA missions, as well as any other DOD-owned or controlled aircraft, fixed- or rotary-wing, used for OSA purposes.

Optimum Benefit Negotiations (OBN). MTMC developed this program that considers a commercial carrier's past performance, technical aptitude, and cost competitiveness. The intention is to use commercial practices to procure the best possible transportation services with minimum risk at a competitive cost.

pallet. A flat tray, generally made of steel for air shipments and made of wood for other shipments, on which goods, particularly those in boxes, cartons or bags can be stacked. Its purpose is to facilitate the movement of such goods, mainly by the use of forklift trucks.

Port of Debarkation (POD). The geographic point at which cargo or personnel are discharged. May be a seaport or aerial port of debarkation. For unit requirements, it may or may not coincide with the destination.

Port of Embarkation (POE). The geographic point in a routing scheme from which cargo or personnel depart. May be a seaport or aerial port from which personnel and equipment flow to a port of debarkation. For unit and nonunit requirements, it may or may not coincide with the origin.

prepositioning. Placement of military units, equipment, or supplies at or near the point of planned use or at a designated location to reduce reaction time, and to ensure timely support of a specific force during initial phases of an operation or until replenishment can be effected.

Privately Owned Vehicle (POV). A motor vehicle that is not directly owned or leased by the Government.

query. To interrogate a database (count, sum and list selected records). Sometimes also refers to use of Structured Query Language (SQL) statements in general. SQL is a standard database language; SQL is often augmented with vendor-specific language extensions such as Oracle Corporation's Procedural Language (PL) PL/SQL.

Ready Reserve Force (RRF). U.S. government-owned fleet of commercially designed deep-draft ships of various configurations and capabilities maintained by MARAD to respond within four, five, ten or twenty days to national emergency sealift requirements, particularly the movement of military unit equipment.

Ready to Load Date (RLD). The day when unit and nonunit equipment and forces are prepared to depart their origin on organic transportation or are prepared to begin loading on USTRANSCOM-provided transportation.

Required Delivery Date (RDD). The calendar date when material is required by the requisitioner, or the date when the supported CINC requires a unit to be at its destination.

services. Work which, when ordered or requisitioned, predominantly consists of human labor, time and effort. In contrast, a "good" or "item" when ordered or requisitioned consists almost entirely of a physical entity. When the first letter of this word is capitalized as in the terms "Service" or "Services" it may refer to the military services: the United States Army, Navy, Marine Corps, and Air Force.

shipper. A person, company, or organization that enters into a contract to have another party perform the shipment, carriage, or cargo handling of goods.

Special Assignment Airlift Mission (SAAM). A mission for special pick-up or delivery by AMC at points other than established AMC routes which requires special consideration because of the number of passengers involved, the weight or size of the cargo, the urgency or sensitivity of movement, or other special factors. Please see the definition for charter-type missions.

specified command. A command that has a broad, continuing mission, normally functional, and is established and so designated by the President through the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of Staff. It normally is composed of forces from a single Military Department. There are currently no specified commands in the Department of Defense. Also called specified combatant command.

surge. As applied to Defense Transportation System movements, refers to sudden increases in the volume of customer requirements.

Time-Phased Force and Deployment Data (TPFDD). The Joint Operation Planning and Execution System data base portion of an operation plan; it contains time-phased force data, non unit-related cargo and personnel data, and movement data for the operation plan, including: a. In-place units. b. Units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation. c. Routing of forces to be deployed. d. Movement data associated with deploying forces. e. Estimates of non unit-related cargo and personnel movements to be conducted concurrently with the deployment of forces. f. Estimate of transportation requirements that must be fulfilled by common-user lift resources as well as those requirements that can be fulfilled by assigned or attached transportation resources.

Total Order to Receipt Time (TORT). The time that is required to receive supplies, from the date that an item is requisitioned through the time it is received. Usually expressed in days.

TRANSCOM's Regulating and Command and Control Evacuation System (TRAC2ES). TRAC2ES is being developed by USTRANSCOM to integrate medical regulation and aeromedical evacuation while supporting and improving patient movement practices. The system is designed to support deliberate and crisis action patient movement planning and ensure total patient and medical asset visibility and patient in-transit visibility.

Transportation Automated Measuring Systems (TrAMS). A system under development to capture transportation data such as transportation control numbers, line item numbers, model numbers, weight measurements of Army vehicles and interface with Transportation Coordinator's Automated Information for Movement System II (TC-AIMS II) planning databases. This fusion of technologies will speed the movement of high-priority cargo to crisis locations.

Transportation Component Command (TCC). Service component commands of USTRANSCOM, under the combatant command of USCINCTRANS. The TCCs are the Air Mobility Command (AMC), Military Sealift Command (MSC), and Military Traffic Management Command (MTMC).

Transportation Coordinator's Automated Information for Movement System II (TC-AIMS II). A program that supports planning for and execution of, deploying and redeploying of combat and combat support forces including improvement of In-transit Visibility. Objectives include automation of the process of planning, managing, and reporting the movement-related aspects of deployment, sustainment, and redeployment activities.

Transportation Operational Personal Property Standard System (TOPS). This system is a joint project designed to support the worldwide Personal Property Movement and Storage Program. During FY98, development of the new TOPS was suspended because of various household good reengineering initiatives. Therefore, the Military Traffic Management Command concentrated on Year 2000 changes, security enhancements, and interfacing with the Defense Table of Distances (DTOD).

Transportation Working Capital Fund (TWCF). The USTRANSCOM portion of the Working Capital Fund transportation business area. The TWCF is a revolving fund that utilizes business-like cost accounting to determine the total cost of business activity.

unified command. A command with a broad continuing mission under a single commander and composed of significant assigned components of two or more military Services.

Uniform Material Movement and Priority System (UMMIPS). A scheme to apply a military standard for the priority of shipping and issuing requisitioned supplies. It is based upon a combination of factors which relate the mission of the requisitioner and the urgency of need or the end use and is used to provide a means of assigning relative rankings to competing demands placed on the Department of Defense supply system.

Universal Service Contract (USC). A contract that provides procedures and guidelines for the peacetime VISA business process. Under this contract, DTS shippers benefit from ocean rates that are comparable with those of commercial traffic negotiated under conditions of full and open competition.

VISA Contingency Contract Working Group (VCC). This group develops liner contingency contracts, with the Military Traffic Management Command taking the lead on liner contracts and Military Sealift Command leading the Charter Working Group, which develops charter contingency contracts.

Worldwide Port System (WPS). A system that has been fielded around the world to provide data to managers of ocean port cargo operations.

Credits

O ver 100 people from USTRANSCOM and the Transportation Component Commands contributed to the 1999 USTRANSCOM Annual Command Report. Without their dedication, it simply would not have been possible to provide a balanced assessment of the Command' s activities during Fiscal Year 1999. The people listed below warrant special recognition for completing this report:

Project Officer: Lieutenant Colonel David A. Wormald, USAF
Principal Editor: Major Scott T. Allen, USMC
USTRANSCOM Editors: Kenneth M. Beck, PhD.; Ms. Judy Hoffmann; Jessica R. Zack
Graphics, Photographs, & Design:
Design: Seaman Gaylon Talley, USN

Lead Photo & Graphics Editor: Staff Sergeant John Stegmayer, Jr., USA
Lead Photographer: Staff Sergeant Jerry Bateman, USAF
Photo Research: Senior Airman Virginia Weber, USAF
Cover illustrations: Mr. John W. Zeilman
Graphics: Technical Sergeant Mark S. LaGasse, USAF
Graphics: Technical Sergeant James LeBlanc, USAF
Graphics: Senior Airman Sandra Bradley, USAF
MTMC Photo Research: Mr. John R. Randt
Photographers are also credited in captions that accompany photos
Contributing Editors:
MTMC: Ms. Rena L. Clark
MSC: Mr. Frank B. Randall Jr.
AMC: Major Dave W. Allvin, USAF
Data Assembly & Analysis:
USTRANSCOM: Staff Sergeant Craig S. Jones, USA
MTMC: Ms. Sandra L. Baker; Mr. Henry Brooks, Jr.; Mr. Reginald V. Burks; Ms. Barbara G. Cornell; Mr. Samuel J. Desiderio; Ms. L. Kiazan Moneypenny; Ms. Tina D. Smith
MSC: Ms. Sharron J. Roberts
AMC: Edmundo O. Acosta, PhD.; Master Sergeant Thomas V. Gross, USAF; Senior Airman Kevin M. Lynch, USAF; Major Christopher J. Omlor, USAF; Ms. Kathleen Wisniewski
Contributors:
USTRANSCOM: Major Lloyd Ballard, USAF; Mr. Ed Faller; Major Cindi Feldwisch, USAF; Mr. Eugene Hill; Commander Jeffrey Kuhn, USN; Mr. Larry E. Lorentzen; Major Todd Nicolson, USA; Commander Eric Okerstrom, USN; Ms. Michelle M. Pavlak; Mr. Ken Stogner; Mr. Thomas Thoenen; Ms. Louisa M. Terry; Mr. John Will; Mr. Scott M. Winter
MTMC: Ms. Anna May
MSC: Ms. Bridget A. Morris

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http://public.transcom.mil/index.cfm
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email: Annual.report@hq.transcom.mil

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http://www.msc.navy.mil/

Air Mobility Command
http://public.scott.af.mil/hqamc/

Military Traffic Management Command (MTMC) http://144.100.189.52